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1.0. Executive Summary

1.1 Scope of Work

Due to increasing crime rates over the course of the last two years, the City of Fort Lauderdale engaged SafirRosetti to conduct a comprehensive staffing study of the City of Fort Lauderdale Police Department ("FLPD").

SafirRosetti reviewed and analyzed various FLPD and City of Fort Lauderdale documentation, conducted on-site interviews with FLPD and City of Fort Lauderdale employees and herein makes certain observations and recommendations for continuous improvement of the FLPD in three general focus areas:

- Staffing Levels
- Staff Utilization
- Staff Planning and Strategy

As staff considerations are fundamental to every aspect of the FLPD's operations and personnel costs represent 83.9% of the FLPD's current budget¹, this report will assess a myriad of factors to address the following questions, all related to the FLPD's ability to achieve its mission:

- What are the recommended FLPD staffing levels for reducing crime in Fort Lauderdale?
- How does the FLPD best organize, manage, deploy and utilize resources to reduce crime?
- How does the FLPD best plan for its future staffing needs to reduce crime?

1.2 Background / Overview

The City of Ft. Lauderdale is the largest of Broward County's 30 municipalities and the seventh largest city in Florida. The City has an economically and racially diverse population of approximately 170,000 residents and encompasses 33 square miles on Florida's eastern coast including 7 miles of public beach and 85 miles of navigable waterways.

Dubbed the "Venice of America", the city is proud of its "outstanding quality of life" and "advantageous economic climate" for business. In addition to the traditional tourist industry, Fort Lauderdale "supports a diverse range of industries, including marine, manufacturing, finance, insurance, real estate, high technology, avionics/aerospace, film and television production".

Currently, the FLPD is authorized 498 sworn and 223 civilian personnel². The Department's stated mission is to "Provide a safe and orderly environment in our City through professionalism, dedication, an active partnership with the community and concern for individual dignity."

The City of Fort Lauderdale experienced an average of 9.4% decrease in crime per year from the period of 1995 through 2003³.

Since 2003, Crime in Fort Lauderdale has been rising:

- Compared to 2003, 2004 violent crime and property crime increased 5.1% and 3.8% respectively, with overall crime increasing 4.0%⁴
- Compared to 2004, 2005 violent crime and property crime have increased 28.7% and 16.9% respectively, with overall crime increasing 18.3%⁵

¹ FY04/05 Budget. Source: FLPD.

² As of July 12, 2005. Source: FLPD..

³ As per Uniform Crime Report (UCR) data provided on www.flpd.org.

⁴ As per Uniform Crime Report (UCR) data compiled in 2004 "Crime in the United States". Source: FBI.

⁵ Compares the period of January – April 2004 to January – April 2005, Source: FLPD "Uniform Crime Report" (<http://www.flpd.org/statucr01vs02.html>)

1.3 Summary of Findings & Recommendations

We find that FLPD has been authorized sufficient human and financial resources to reduce crime.

According to our analysis of comparable cities, there is no clear correlation between the ability to reduce crime and the number of sworn officers per 10,000 residents, expenditures on police services per resident or calls for service per officer. While Fort Lauderdale deploys more sworn officers per 10,000 residents, spends significantly more per resident and responds to fewer calls per sworn officer than its comparable cities, Fort Lauderdale has been experiencing increasing crime since 2003 while most comparable cities have experienced crime reduction.

The fundamental issues that need to be addressed to reduce crime in Fort Lauderdale are: the manner in which FLPD currently deploys personnel, the lack of a cohesive, proactive crime reduction strategy directed by department senior management and certain operational practices that do not support a culture of accountability or otherwise optimize a highly skilled, experienced and well regarded FLPD workforce.

Structurally, we find that the department's ability to reduce crime would be improved by the deployment of personnel from three District Stations, the restructuring of the rank of Captain in the Operations Bureau and the reinstitution of the rank of Lieutenant in certain areas of the Operations, Investigative and Support Services Bureaus.

Operationally, we find that the department's ability to reduce crime would be enhanced by improving the deployment schedules of the Operations Bureau and the Investigative Bureau, the integration of COMPSTAT into daily department practice, and the introduction of a specific goal-oriented crime reduction strategy directed by senior management and enforced with appropriate accountability mechanisms at all levels of the department.

There are currently 28 sworn and 41 civilian vacancies in the FLPD. The Department has requested that all vacancies be filled and that an additional twenty-five (25) officers be authorized.

Current sworn and civilian vacancies should be filled as soon as possible as part of an accountable goal-oriented crime reduction strategy.

Although we find that current authorization levels should be sufficient to reduce crime in Fort Lauderdale, we recommend that in addition to filling all current vacancies, the City should consider authorizing thirteen additional positions that are specifically tied to an accountable goal-oriented crime reduction strategy:

These new positions should be allocated as follows:

- Elevate three Captains to become Executive Officers of each District (reporting to the Major and accountable to the Assistant Chief).
- Reinstitute the rank of "Lieutenant":
 - Add four Lieutenants to the Investigative Bureau (two each for Criminal Investigative Division and Special Investigative Division)
 - Replace the three Captains elevated to Executive Officer with Lieutenants (and convert the six remaining Patrol Captain positions to Lieutenant positions over time)
 - Add a Lieutenant to the Support Services Bureau, Administrative Support Division to oversee recruiting, hiring, background and training process
- Add one Tactical Unit (1 Sergeant and 4 Police Officers) dedicated to combat violent crime trends

The result of an effective and comprehensive crime reduction strategy coupled with the adoption of the recommendations herein should accelerate Fort Lauderdale's efforts to reverse the crime trend.

Below is a summary of our findings with regards to Staffing Levels, Staff Utilization and Staff Planning and Strategy⁶:

⁶ Additional recommendations with regards to each staffed unit of the department appear in the Appendix.

1.3.1 Staffing Levels

Although we find that current authorization levels should be sufficient to reduce crime in Fort Lauderdale, we recommend that in addition to filling all current vacancies, the City should consider authorizing thirteen (13) additional positions that are specifically tied to an accountable goal-oriented crime reduction strategy:

Findings	Recommendations
<p>FLPD sworn and civilian authorization levels are <u>generally</u> adequate.</p>	<p>FLPD should not change current authorization levels except as tied to a specific goal-oriented crime reduction strategy:</p> <ul style="list-style-type: none"> • Add one Tactical Unit (1 Sergeant and 4 Police Officers) dedicated to combat violent crime trends • Add 8 accountable “middle management” positions (see below)
<p>FLPD currently has significant vacancies that should be filled as soon as possible:</p> <ul style="list-style-type: none"> • Investigative: 19 sworn / 7 civilian • Operations: 9 sworn / 19 civilian • Support Services: 0 sworn / 13 civilian • Office of the Chief: 0 sworn / 2 civilian • TOTAL: 28 sworn / 41 civilian 	<p>FLPD should fill the vacancies in all bureaus, divisions and units as part of a specific, goal-oriented crime reduction strategy:</p> <ul style="list-style-type: none"> • <u>Investigative</u>: new staff should be assigned to night tours (currently understaffed, see below) • <u>Operations</u>: new staff should be assigned to currently understaffed patrol tours • <u>Support Services</u>: Prioritize filling significant weaknesses in Records (has a ripple effect on entire department) • <u>Office of the Chief</u>: Fill significant vacancy of Grants Manager
<p>FLPD management staffing levels are not optimal for the effective implementation of a goal-oriented crime reduction strategy:</p> <ul style="list-style-type: none"> • District Majors are not allocated dedicated second-in-commands • The Investigative Bureau Captains do not have dedicated second-in-commands • Patrol Captains are tasked to perform duties better handled by “Lieutenants” • The mission-critical process of filling the vacancies needs a dedicated, accountable manager to oversee the entire process from recruitment to deployment 	<p>The following management staffing changes to implement a goal-oriented crime reduction strategy:</p> <ul style="list-style-type: none"> • Elevate three Captains to become Executive Officers of each District (reporting to the Major and accountable to the Assistant Chief). • Reinstitute the rank of “Lieutenant”: <ul style="list-style-type: none"> ➢ Add four Lieutenants to the Investigative Bureau (two to report to each Division Captain) ➢ Replace the three Captains elevated to Executive Officer with Lieutenants (and convert the six remaining Patrol Captain positions to “Lieutenant” positions over time) ➢ Add a Lieutenant to the Support Services Bureau, Administrative Support Division to oversee recruiting, hiring, background and training process

1.3.2 Staff Utilization

The department's ability to reduce crime would be enhanced measurably by revising the deployment schedules of the Operations Bureau and the Investigative Bureau, the integration of CompStat into daily department practice, and the introduction of a specific goal-oriented crime reduction strategy directed by senior management and enforced with appropriate accountability mechanisms at all levels of the department.

Findings	Recommendations
<p>FLPD's current management of available sworn and civilian resources is not optimal for reducing crime (violent crime, property crime and total crime are up 28.7%, 18.9%, and 16.3% respectively from 2004 to 2005)</p> <ul style="list-style-type: none"> • <u>Current Patrol Deployments are:</u> <ul style="list-style-type: none"> ➢ determined too heavily on "Calls for Service" ➢ staffed 100% based on seniority (i.e. the most experienced and/or skilled officers are not necessarily deployed in the districts and shifts where they are most needed) ➢ determined on an annual basis (i.e. not managed with much flexibility) ➢ based on a four-days on/three days off work schedule with 10-hour shifts (a.k.a. the "4-10") which creates 52 less appearances a year for patrolmen and daily deployments that are not optimal in meeting the needs of a goal oriented crime reduction strategy • <u>Current Investigative Deployments are:</u> <ul style="list-style-type: none"> ➢ extremely limited past 5:00 p.m. <ul style="list-style-type: none"> ▪ Significantly impacts levels of service to community ▪ Increases Detective response time ▪ Creates unnecessary overtime ➢ organized into functional units that handle certain crimes that, in some instances should be handled elsewhere 	<p>FLPD should take the following actions to better manage resources to reduce crime:</p> <ul style="list-style-type: none"> • <u>Revise Patrol Deployments to be:</u> <ul style="list-style-type: none"> ➢ primarily determined based on crime incidents as part of a goal-oriented crime reduction strategy ➢ staffed 50% based on seniority and 50% based on management's review ➢ determined on a semi-annual basis and more flexibly managed to deploy resources for the needs of the Department as crime trends evolve during the course of the year ➢ consider returning to Five-Days on Two days off system with 8-hour shifts • <u>Revise Investigative Deployments to be:</u> <ul style="list-style-type: none"> ➢ properly staffed during evening and early morning hours. <ul style="list-style-type: none"> ▪ All new hires to work night tours ➢ better managed in functional units (please see analysis in APPENDIX):

Findings (cont.)	Recommendations (cont.)
<p>FLPD's current utilization of the COMPSTAT process and management style of Senior Management is not optimal for reducing crime:</p> <ul style="list-style-type: none"> • <u>The COMPSTAT process as currently practiced is:</u> <ul style="list-style-type: none"> ➢ not held frequently enough (monthly) ➢ not tied to clearly measurable crime reduction goals for middle managers who are held accountable to meet or exceed such goals ➢ not optimally tied to daily operations / crime reporting 	<p>FLPD should take the following actions to improve COMPSTAT :</p> <ul style="list-style-type: none"> • Hold COMPSTAT meetings weekly • Hold middle managers accountable for crime reductions in their respective areas of responsibility • As an additional tool to support COMPSTAT and accountability, institute a personal accountability system database that tracks crime reduction and productivity per individual officer, unit and district and is utilized frequently as a tool for senior management to hold middle managers accountable for their role in reducing crime • Improve crime analysis / records process so that COMPSTAT data is provided to the field on a daily basis • Continuous management follow up on recommendations discussed at weekly COMPSTAT meetings • Implement analysis of individual performance at COMPSTAT as part of Executive Staff evaluation process.
<p>Certain general practices of the FLPD are not optimal:</p> <ul style="list-style-type: none"> • The FLPD <i>generally</i> deploys out of one headquarters building that closes at 5 p.m. <ul style="list-style-type: none"> ➢ Not efficient for all officers to deploy out of one building ➢ Department becomes less accessible to community (both location and hours) ➢ Response times, already faced with difficulty due to freight train and other geographic issues, are further delayed by lack of district stations • Due to the closing of the Jail and current arrangement with Broward County Sheriff's Office, processing time for arrests has increased significantly • There are current potential "integrity soft spots" <ul style="list-style-type: none"> ➢ No self-generated cases in Internal Affairs ➢ Off-duty employment allows individual officers to negotiate any price above \$25/hr they can with individual private business and use department resources (vehicles, boats, etc.) with no financial benefit to the city <ul style="list-style-type: none"> ➢ Evidence room physical security is lacking ➢ Forfeiture fund control procedures are weak 	<p>FLPD should take the following actions (see Appendix) :</p> <ul style="list-style-type: none"> • Consider opening up District stations within their respective geographic boundaries. • Negotiate with BSO to transport arrestees • Assign FLPD personnel to BSO facility to expedite booking process. • Address the following issues: <ul style="list-style-type: none"> ➢ Internal Affairs <ul style="list-style-type: none"> ▪ Encourage self-generation of cases ➢ Off-Duty employment rules <ul style="list-style-type: none"> ▪ Implement a program where city has more control and is remunerated for the use of its resources ➢ Evidence room security <ul style="list-style-type: none"> ▪ Implement better physical security ➢ Forfeiture fund <ul style="list-style-type: none"> ▪ Implement better control procedures

1.3.3 Staff Planning & Strategy

FLPD's staff planning should be tied to a cohesive strategy supported by the human and technical resources necessary to reduce crime:

Findings	Recommendations
<p>FLPD's current "Police Department Three Year Plan" and "Six Month Update"⁷ have generally appropriate goals, but are based on certain philosophies, strategies and metrics that are not optimal for reducing crime:</p> <ul style="list-style-type: none"> • Goal # 3 to "Resume Proactive Approach to Quality of Life Issues" implies that such an approach is a resource dependent effort • Six Month Update sets forth that a 17% general increase in arrests and that other specific increases (or large numbers) of arrests due to various Action Plans and initiatives are a positive trend • Mention of strategies and/or plans to combat the sale of illegal narcotics (and related consequences) is conspicuously absent from the Three Year Plan or Six Month Update 	<ul style="list-style-type: none"> • A proactive approach to "quality of life" issues is fundamental and should be ingrained as policy in all aspects of Department operations and recommend that all members of the department be held accountable for taking a proactive approach to quality of life issues in their daily duties regardless of staffing levels • Arrests are not an appropriate or reliable metric of department success and in many cases have a negative correlation with the most important metric: the Department's performance reducing crime • The sale of illegal narcotics generates multiple other crimes (i.e. violent crimes, prostitution, burglary). Targeted plans to combat the sale of narcotics can have positive effects throughout the city and are fundamental to a goal-oriented crime reduction strategy
<p>FLPD's current hiring plan will require significant efforts and should be specifically tied to a goal oriented crime reduction strategy:</p> <ul style="list-style-type: none"> • Due to various issues, the Three Year Plan's goal of hiring approximately six officers per month in FY04/5 has not been met for the first half of the fiscal year so that, as of the time Six Month Update, FLPD must now hire 12 officers per month for the remainder of the fiscal year to meet its hiring goals • The Six Month Update recommends a "Supplemental Police Staffing Plan" funded through Citywide salary savings and that would target Part I Crime and quality of life issues in specific areas throughout the entire City 	<ul style="list-style-type: none"> • A strong manager should be hired in the Support Services Bureau to coordinate the entire process from recruitment to deployment in filling the vacancies and making recommended hires • The Supplemental Police Staffing Plan should be considered and implemented based on a goal oriented crime reduction strategy that proactively measures monthly changes in crime as the metric by which the department is held accountable
<p>FLPD's current technology plan has and will improve officer productivity and should be modified to better service a goal-oriented crime reduction strategy:</p> <ul style="list-style-type: none"> • Recent system improvements include a replacement of the Dispatch/Records Management system, PC replacement and various network upgrades • Current and future projects include establishing a Booking Data Exchange with BSO Jail, upgrades to mobile data Terminals to improve field reporting and improvements to the city payroll system. 	<ul style="list-style-type: none"> • CompStat / Crime Analysis data should be made more frequently available and integrated with daily trend reporting (currently a separate database) • The department should consider the implementation of a personnel accountability database as a management tool to hold individual officers and middle managers accountable for crime reduction

⁷ Source: FLPD Memoranda #04-28 and #05-12.

2.0 Staffing Levels

2.1. Purpose

The purpose of this section is to consider staffing and budgetary levels of the FLPD as compared to its own recent history, a comparable group of cities and determine appropriateness of staff levels to accomplish the department's mission of crime reduction.

Please note that this Section considers staffing levels only and does not analyze or account for variances in staff utilization and management which will be addressed below in Section 3.

2.2. Background / Findings

2.2.1 Authorized Staffing per Population

While the City of Ft. Lauderdale's resident population has grown 11.8% since 2000 (primarily due to annexation⁸) FLPD's current authorized sworn staffing levels are up 0.4% compared to FY 2000/1 and down 6.5% for civilian force, resulting in a decrease of 10.2% and 16.4% respectively for sworn FLPD officers and civilians per 10,000 residents over the same period:

	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	% Change (FY01 - FY05)
Population	152,397	154,328	159,341	166,821	170,459	11.9%
Sworn Force	496.00	502.00	514.00	506.00	498.00	0.4%
Civilian Force	238.75	244.25	270.25	248.25	223.25	-6.5%
Sworn + Civilian Force	734.75	746.25	784.25	754.25	721.25	-1.8%
<u>Police Force Per 10,000 residents</u>						
Sworn	32.55	32.53	32.26	30.33	29.22	-10.2%
Non-Sworn	15.67	15.83	16.96	14.88	13.10	-16.4%
Total	48.21	48.35	49.22	45.21	42.31	-12.2%

At the time of this review, FLPD has 28 sworn vacancies (5.6% of authorized sworn force): nineteen (19) in the Investigative Bureau and nine (9) in the Operations Bureau⁹. FLPD anticipates that an additional twenty-four (24) sworn officers at various ranks of the department will leave during FY05/06 due to the Drop Program and an additional twelve (12) due to normal attrition¹⁰.

Based on the current 28 sworn vacancies and the fact that 34 sworn officers are either in the academy, training or otherwise not fully engaged, FLPD's deployed sworn force is currently 436 or per 25.6 per 10,000 residents.

2.2.2 Budget per Authorized Staffing and Population

While overall authorized staffing levels of the FLPD have decreased 1.8% from FY2000/2001 to FY2004/2005, the authorized budget has increased by approximately \$19 million or 32.7%.

	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	% Change (FY01 - FY05)
<u>FLPD Budget</u>						
Personal Services	49,159,307	54,384,816	58,267,269	64,342,256	64,707,104	31.6%
Operating Expenses	8,679,467	9,403,330	10,137,176	9,555,664	10,952,499	26.2%
Equipment	222,248	249,621	235,032	0	1,156,131	420.2%
Debt Service	0	0	0	0	243,215	NM
Overall Budget	58,061,022	64,037,767	68,639,477	73,897,920	77,058,949	32.7%
Sworn + Civilian Force	734.75	746.25	784.25	754.25	721.25	-1.8%

⁸ Palm Aire and part of Golden Heights were annexed in 2000 adding 1,539 and 392 residents respectively. On September 15, 2002 the following areas were annexed: Melrose Park: 7,114, Riverland Village CDP: 2,108; Chula Vista CDP: 573 and Unincorporated Area: 2,698. It is anticipated that Rock Island and Twin Lakes North will become part of the City in September 2005.

⁹ Source: FLPD.

¹⁰ FLPD Memorandum #-5013, Police Budget for Fiscal Year 2006, May 2, 2005.

During this same period, FLPD's overall budget per Sworn Force, Overall Force and Population have risen 32.2%, 35.2% and 18.7% respectively:

	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	% Change (FY01 - FY05)
<u>Budget per Sworn Force</u>						
Personal Services	99,112	108,336	113,360	127,159	129,934	31.1%
Operating Expenses	17,499	18,732	19,722	18,885	21,993	25.7%
Equipment	448	497	457	0	2,322	418.1%
Debt Service	0	0	0	0	488	NM
FLPD Budget	117,059	127,565	133,540	146,043	154,737	32.2%
<u>Budget per Overall Force</u>						
Personal Services	66,906	72,877	74,297	85,306	89,715	34.1%
Operating Expenses	11,813	12,601	12,926	12,669	15,185	28.6%
Equipment	302	335	300	0	1,603	429.9%
Debt Service	0	0	0	0	337	NM
FLPD Budget	79,021	85,813	87,522	97,975	106,841	35.2%
<u>Budget per Resident</u>						
Personal Services	322.57	352.40	365.68	385.70	379.61	17.7%
Operating Expenses	56.95	60.93	63.62	57.28	64.25	12.8%
Equipment	1.46	1.62	1.48	0.00	6.78	365.1%
Debt Service	0.00	0.00	0.00	0.00	1.43	NM
FLPD Budget	380.99	414.95	430.77	442.98	452.07	18.7%

2.3. Analysis

The FLPD has been authorized fewer officers per resident than at any time in the last five years (29.2 per 10,000) and the FLPD budget has grown disproportionately over that same time period resulting in significant increases in budget per sworn force (\$154,7370, and overall FLPD budget per resident (\$452) (see table above).

When compared to a comparable population group of cities, Ft. Lauderdale in 2004 was the highest in authorized force and spending per 10,000 residents and among the lowest in Calls for Service handled per Police Officer (see table in Section 2.3.3, below):

2.3.1 Authorized Staffing Comparative Analysis

Considering FLPD authorized deployment levels, several key questions arise¹¹:

1) Do more officers deployed per 10,000 residents result in the better reduction of crime?

		Sworn				2003				% Change / 2003-4			
		2003	2004	Sworn	Sworn								
		Population	Population	Officers	Officers	Violent	Property	Total	Crime per	Violent	Property	Total	Crime
				per 10,000	per 10,000	Crime	Crime	Crime	10,000	Crime	Crime	Crime Per	10,000
FORT LAUDERDALE	FL	161,090	166,536	484	29.06	1,352	9,736	11,088	688	5.1%	3.8%	4.0%	0.6%
CHATTANOOGA	TN	156,596	156,457	452	28.89	2,040	13,362	15,402	984	-7.5%	3.5%	2.0%	2.1%
PROVIDENCE	RI	176,960	177,096	494	27.89	1,395	11,083	12,478	705	-17.1%	-8.3%	-9.3%	-9.4%
DAYTON	OH	162,876	162,024	427	26.35	1,657	13,268	14,925	916	-1.6%	-3.9%	-3.7%	-3.2%
WORCESTER	MA	175,115	175,244	459	26.19	1,543	7,648	9,191	525	-10.4%	-14.6%	-13.9%	-14.0%
KNOXVILLE	TN	174,993	175,034	400	22.85	1,702	10,996	12,698	726	-3.8%	3.3%	2.4%	2.3%
TALLAHASSEE	FL	158,011	157,358	355	22.56	1,412	9,338	10,750	680	8.0%	-12.3%	-9.7%	-9.3%
HUNTSVILLE	AL	163,052	165,311	360	21.78	988	9,388	10,376	636	12.2%	10.6%	10.8%	9.3%
PEMBROKE PINES	FL	148,927	152,236	312	20.49	394	4,420	4,814	323	1.8%	-2.3%	-2.0%	-4.1%
TEMPE	AZ	163,143	163,521	326	19.94	1,013	14,887	15,900	975	-3.3%	-12.4%	-11.8%	-12.0%
ONTARIO	CA	166,796	169,333	231	13.64	904	7,472	8,376	502	9.5%	-5.1%	-3.5%	-5.0%
BROWNSVILLE	TX	152,764	158,801	203	12.78	757	9,590	10,347	677	12.4%	-13.6%	-11.7%	-15.0%
VANCOUVER	WA	151,353	153,443	183	11.93	642	8,723	9,365	619	-0.3%	-3.6%	-3.4%	-4.7%
SANTA ROSA	CA	155,099	155,155	184	11.86	998	5,878	6,876	443	0.4%	-7.6%	-6.4%	-6.4%
POMONA	CA	155,166	155,925	184	11.80	1,217	5,459	6,676	430	-1.1%	-5.0%	-4.3%	-4.7%
FONTANA	CA	151,903	153,655	175	11.39	897	3,547	4,444	293	-11.8%	-0.8%	-3.0%	-4.1%
OCEANSIDE	CA	167,082	169,009	187	11.06	1,090	5,490	6,580	394	-6.2%	11.4%	8.5%	7.2%
IRVINE	CA	163,823	172,529	168	9.74	144	3,310	3,454	211	-6.3%	13.4%	12.6%	6.9%
GARDEN GROVE	CA	167,029	168,956	149	8.82	732	4,602	5,334	319	-10.1%	-0.6%	-1.9%	-3.0%

According to analysis of 2003 and 2004 for a comparable population group, there is not a definitive correlation between the number of officers deployed per 10,000 residents and crime reduction. It is our belief that a greater number of officers per 10,000 residents creates an advantage in delivering police services and better interaction

¹¹ Please note that authorized sworn staffing levels are shown here as 484 for 2004 comparison purposes. Sworn authorization levels increased to the current 498 in October of 2004.

with the community, but other important factors include department strategy, leadership, culture, officer utilization and the effective implementation and use of technology.

2) What other considerations may necessitate higher or lower deployments per 10,000 residents?

Population cannot be used as the sole factor in determining officer deployment levels. Differences in population density, demographics, geography, visitor levels and culture also play important roles. Specific areas where crime is more prevalent may necessitate higher deployment of resources. This process should be continuously and effectively analyzed to ensure proper resource deployment. Fort Lauderdale experiences a significant increase of winter residents and tourists during the six month period of November through April. Our analysis of incidents does not demonstrate significant differences in calls for service or incidents during these months of increased population¹².

How police resources are organized, managed, deployed and utilized by the FLPD is analyzed in Section 3, below.

3) How do FLPD's current vacancy levels effect its comparable deployment per 10,000 residents status?

FLPD's current vacancy levels bring FLPD's sworn deployment per 10,000 residents to 26.8 officers per 10,000 residents from authorized levels of 29.2 per 10,000 residents.

2.3.2 Authorized Spending Comparative Analysis

Considering FLPD's budget levels, several key questions arise:

1) Does more spending per resident on police services necessitate better results in reducing crime?

		2004 Budget	2004 Population	2004 Budget Per Resident	2004 Budget per Officer	% Change / 2003-4			
						Violent Crime	Property Crime	Total Crime	Crime Per 10,000
FORT LAUDERDALE	FL	73,897,920	166,536	444	152,682	5.1%	3.8%	4.0%	0.6%
DAYTON	OH	47,620,800	162,024	294	111,524	-1.6%	-3.9%	-3.7%	-3.2%
OCEANSIDE	CA	46,709,268	169,009	276	249,782	-6.2%	11.4%	8.5%	7.2%
TALLAHASSEE	FL	38,781,111	157,358	246	109,243	8.0%	-12.3%	-9.7%	-9.3%
POMONA	CA	38,398,223	155,925	246	208,686	-1.1%	-5.0%	-4.3%	-4.7%
SANTA ROSA	CA	36,763,660	155,155	237	199,803	0.4%	-7.6%	-6.4%	-6.4%
KNOXVILLE	TN	41,460,790	175,034	237	103,652	-3.8%	3.3%	2.4%	2.3%
CHATTANOOGA	TN	36,161,001	156,457	231	80,002	-7.5%	3.5%	2.0%	2.1%
TEMPE	AZ	37,388,504	163,521	229	114,689	-3.3%	-12.4%	-11.8%	-12.0%
PROVIDENCE	RI	40,360,189	177,096	228	81,701	-17.1%	-8.3%	-9.3%	-9.4%
PEMBROKE PINES	FL	31,367,018	152,236	206	100,535	1.8%	-2.3%	-2.0%	-4.1%
IRVINE	CA	34,248,913	172,529	199	203,863	-6.3%	13.4%	12.6%	6.9%
GARDEN GROVE	CA	31,600,000	168,956	187	212,081	-10.1%	-0.6%	-1.9%	-3.0%
WORCESTER	MA	32,020,488	175,244	183	69,761	-10.4%	-14.6%	-13.9%	-14.0%
FONTANA	CA	27,977,400	153,655	182	159,871	-11.8%	-0.8%	-3.0%	-4.1%
HUNTSVILLE	AL	25,659,548	165,311	155	71,277	12.2%	10.6%	10.8%	9.3%
VANCOUVER	WA	21,295,992	153,443	139	116,372	-0.3%	-3.6%	-3.4%	-4.7%
AVERAGE		37,747,696	163,499	231	137,972	-3.0%	-1.5%	-1.7%	-2.7%

According to analysis of the comparable group, there is not a definitive correlation between dollars spent per resident on police services and crime reduction. We find that greater access to financial resources creates an advantage in delivering police services, but other important factors include department strategy, leadership, culture and effective implementation and use of technology.

2) What other considerations may direct higher or lower expenditures on police services per resident?

The ability to spend more or less per resident on police services is determined by a number of factors including municipal tax base, political process, and access to and aptitude in obtaining additional funding outside of municipal coffers (grants, asset forfeiture, community financial support, etc.).

¹² For 2004, there was a 2.4% increase in the level of average monthly calls for service the six months of January – April plus November-December as there was for the six month period between May and October.

Factors that may direct higher or lower expenditures on police services per resident also include crime levels, local salary and compensation levels, number of daily and annual visitors, population density, and budgetary management.

2.3.3 Officer Workload Levels Analysis

Considering FLPD's Sworn Officer workload levels, several key questions arise:

1) How do FLPD's workload levels compare with other departments?

		2004				2004				% Change / 2003-4			
		Calls for Service	2004 Population	Calls Per Resident	Calls per Officer	Violent Crime	Property Crime	Total Crime	Crime per 10,000	Violent Crime	Property Crime	Total Crime	Crime Per 10,000
DAYTON	OH	239,567	162,024	1.48	561.05	1,630	12,748	14,378	887	-1.6%	-3.9%	-3.7%	-3.2%
IRVINE	CA	195,000	172,529	1.13	1,160.71	135	3,753	3,888	225	-6.3%	13.4%	12.6%	6.9%
POMONA	CA	162,000	155,925	1.04	880.43	1,204	5,186	6,390	410	-1.1%	-5.0%	-4.3%	-4.7%
BROWNSVILLE	TX	152,036	158,801	0.96	748.95	851	8,287	9,138	575	12.4%	-13.6%	-11.7%	-15.0%
HUNTSVILLE	AL	152,930	165,311	0.93	424.81	1,109	10,387	11,496	695	12.2%	10.6%	10.8%	9.3%
ONTARIO	CA	150,015	169,333	0.89	649.42	990	7,091	8,081	477	9.5%	-5.1%	-3.5%	-5.0%
FORT LAUDERDALE	FL	134,234	166,536	0.81	277.34	1,421	10,109	11,530	692	5.1%	3.8%	4.0%	0.6%
TEMPE	AZ	128,814	163,521	0.79	395.13	980	13,042	14,022	858	-3.3%	-12.4%	-11.8%	-12.0%
PEMBROKE PINES	FL	110,000	152,236	0.72	352.56	401	4,318	4,719	310	1.8%	-2.3%	-2.0%	-4.1%
OCEANSIDE	CA	120,000	169,009	0.71	641.71	1,022	6,115	7,137	422	-6.2%	11.4%	8.5%	7.2%
VANCOUVER	WA	108,693	153,443	0.71	593.95	640	8,411	9,051	590	-0.3%	-3.6%	-3.4%	-4.7%
FONTANA	CA	92,932	153,655	0.60	531.04	791	3,519	4,310	280	-11.8%	-0.8%	-3.0%	-4.1%
WORCESTER	MA	98,054	175,244	0.56	213.63	1,383	6,530	7,913	452	-10.4%	-14.6%	-13.9%	-14.0%
AVERAGE		141,867	162,890	0.87	571.59	966	7,654	8,619	529	0.0%	-1.7%	-1.6%	-3.3%

In 2004, FLPD responded to slightly below the average number of Calls for Service per 10,000 residents as its peer group with significantly fewer calls per authorized officer than average.

2) Do higher workload levels necessarily correlate with higher levels of crime?

Calls for Service levels per resident do not necessarily correlate with crime levels. Calls for Service per sworn officer, vary depending on departmental deployment levels. Other important factors in comparing officer workload levels to crime levels include differences in investigative deployment, civilian support, departmental schedules and policies, analyzed below.

3) Do higher or lower workload levels per officer necessitate better results in reducing crime?

According to analysis of comparable cities, there is no definitive correlation between workload levels per officer and results in reducing crime. Too many other factors are important including department strategy, leadership, culture and effective implementation and use of technology.

2.4. Recommendation(s)

Authorized staffing levels are not the driving factor of the recent crime increase in Fort Lauderdale.

SafirRosetti recommends that all sworn and civilian vacancies throughout the department be filled as soon as possible. This recommendation is based on a belief that current authorized staffing levels, if effectively organized, managed, deployed and utilized, should be appropriate to fulfill the department's mission. An analysis and recommendations with regards to staffing levels by FLPD Bureau, Division and Unit is included below in the APPENDIX.

Our specific recommendations to authorize an additional thirteen sworn positions (three Captains, five Lieutenants, one Sergeant and four Police Officers) are included in section three below and are based on the implementation of a goal-oriented crime reduction strategy that will, if implemented effectively, result in crime reduction.

3.0 Staff Utilization

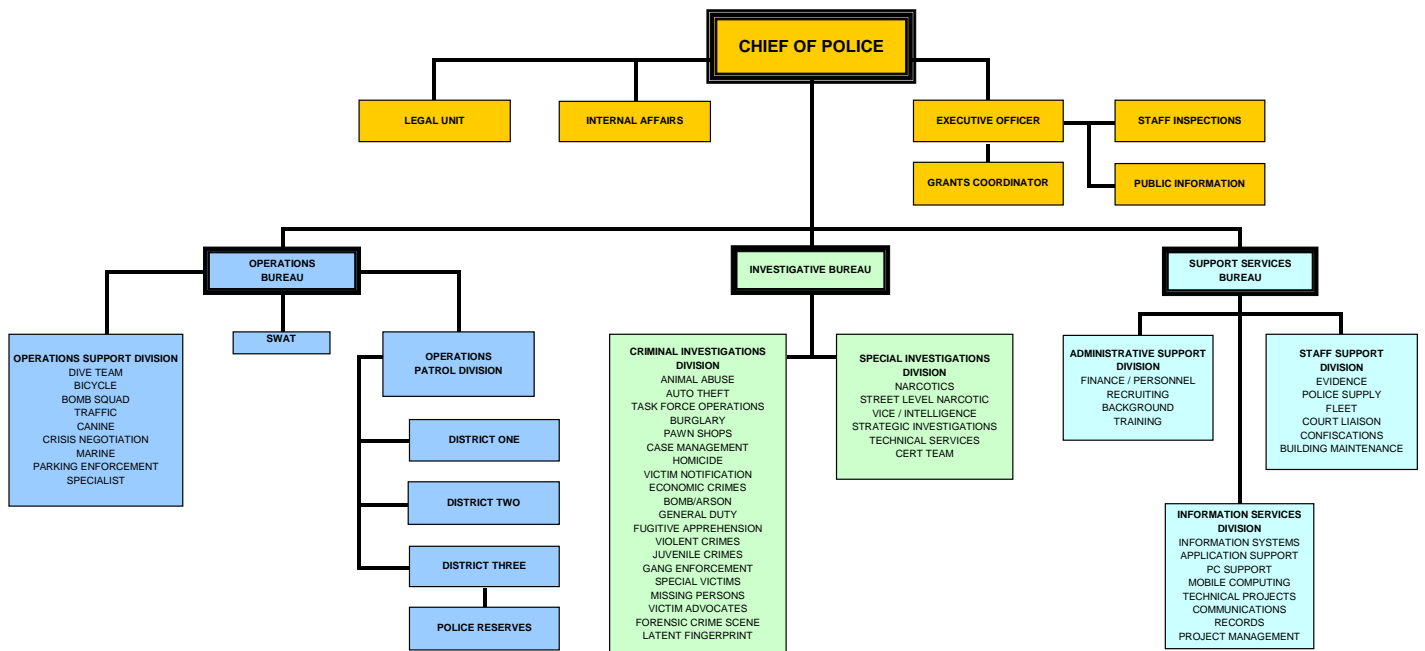
3.1. Purpose

The purpose of this section is to consider how FLPD resources are organized, managed, deployed and utilized and make recommendations for continuous improvement in all areas to maximize FLPD's effectiveness in reducing crime.

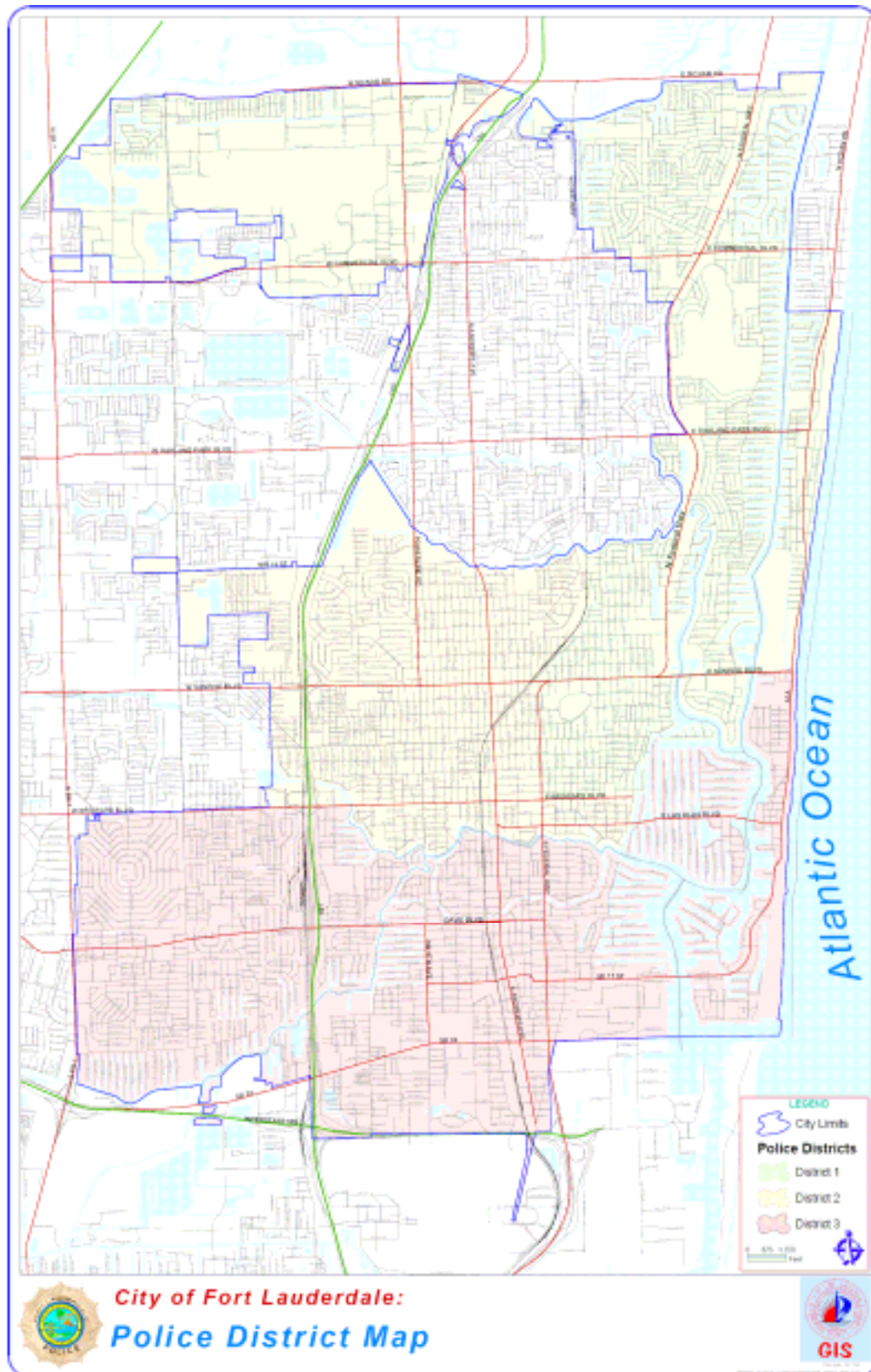
3.2. Department Organizational Structure

3.2.1 Background / Findings

The FLPD is organized into the Office of the Chief and three main "Bureaus", each further subdivided into "Divisions" and "Units":



The City of Fort Lauderdale is divided into three police patrol districts, each of which are further divided into sectors, primarily based on Homeowner Association boundaries:



The management structure of the FLPD includes the rank of Captain and above:

Rank	Office of the Chief	Operations Bureau	Investigative Bureau	Support Services	TOTAL
Police Chief	1				1
Assistant Chief (Major)		1	1	1	3
District Major		3			3
Captain	2	9	2	2	15
Total Management	3	13	3	3	22

3.2.2 Analysis

Considering FLPD's organizational structure, several key areas of analysis arise:

1) *Is the current organization of the department into an Operations, Investigative and Support Services Bureau optimal for reducing crime?*

The current organization of the department into Bureaus is appropriate. We recommend that the deployment of resources in each of these Bureaus should be a collaborative effort between the individual Bureau Chiefs and the Chief and based on a goal-oriented crime-reduction strategy. The Chief should re-evaluate these deployment decisions on a regular basis and make changes based on crime trends, patterns and other proactive department strategy.

2) *Which divisional units should be disbanded, consolidated or otherwise modified to reduce crime?*

We do not recommend that any units be disbanded. Certain units of the Investigative Bureau should be reorganized so that current responsibilities are reallocated (see Appendix below regarding certain responsibilities of Violent Crime Unit, Burglary Unit, Economic Crimes Unit and Special Victims Unit).

3) *Is the current organization of the City into three police districts optimal for reducing crime?*

We find that three police districts are appropriate and recommend that the department consider opening District stations to better serve and interact with the community.

The funding that may be requested for building a new Headquarters (if approved) would better serve the community if used for building/improving facilities for the three Districts in areas designed to improve response times and establish facilities more accessible to interact with the community. This recommendation would include improvements to the Headquarters facility and establish it as the District 2 Station which would require the building of only two new facilities for District 1 and District 3.

One special issue to consider in this regard is the fact that Fort Lauderdale is faced with the challenge of rail service that bisects the city. During our onsite review we experienced significant delay during our ride-alongs with FLPD due to the freight service and were told of several instances where police operations were hampered by being on one side of the tracks at the wrong time. A strategy of deployment from District Stations to mitigate these issues to the extent possible would be appropriate.

The construction and deployment of a facility located in each District would also complement the proposed promotion of certain Captains to Executive Officer for each District and the installation of Lieutenants on patrol. The result would be that each district would have a Major and Executive Officer accountable to FLPD management and accessible to the public with dedicated Lieutenants to carry out initiatives.

We have been told that the District Majors, to some degree, function as "Police Chiefs" of their districts. This can be very positive as it leads to accountability both to the department and the community. Where we find current practice is not optimal for crime reduction is that, as we understand it, Majors essentially negotiate among themselves for resources with limited and infrequent direction or coordination from their superiors.

4) Is the current management structure of the FLPD optimal for reducing crime?

Effective police management requires that middle managers be held measurably accountable for the goals set forth by senior management and that non-management staff are properly supervised and directed. Regardless of management structure or staffing levels, it is critical that a culture of accountability be instilled through all ranks of the department.

FLPD's current management structure is not optimal. Presently, there are an insufficient number of middle managers to implement senior management's strategies and be held individually accountable for the rise in crime in their assigned areas.

A primary reason for this is that the rank of "Captain" is tasked to do both strategic and field supervisory tasks. That said, we find that there are currently two distinct classes of Captain in the FLPD: 1) six Captains who command divisions or units and 2) Nine Patrol Captains who command each of the three patrol shifts in each district. Below the rank of Captain, there is only a Sergeant, in many cases working with another Sergeant with no superior officer coordinating the tasks and mission.

The FLPD Chief of Police needs to be proactively involved in the management of patrol deployment and scheduling, and must hold middle managers individually accountable through COMPSTAT and other department processes. Our understanding of current practice is that the Chief and upper management are more reactive with regards to these fundamental aspects of police management.

We recommend that the City look closely at the current union contract as we believe that it allows the City to more flexibly deploy resources for the benefit of the department and the reduction of crime than currently practiced¹³.

3.2.3 Recommendations

We recommend the following management staffing changes to implement an effective goal-oriented crime reduction strategy:

- Elevate three Captains to become Executive Officers of each District (reporting to the Major and accountable to the Assistant Chief).
- Reinstitute the rank of "Lieutenant":
 - Add four Lieutenants to the Investigative Bureau (two to report to each Division Captain)
 - Replace the three Captains elevated to Executive Officer with Lieutenants (and convert the six remaining Patrol Captain positions to "Lieutenant" positions over time)
 - Add a Lieutenant to the Support Services Bureau, Administrative Support Division to oversee recruiting, hiring, background and training process

3.3. Deployment

3.3.1 Background / Findings

In this section we consider how the Department deploys its personnel in four bureaus and highlight several critical areas where improvement would better position the department to reduce crime. For analysis of each unit, please see Appendix.

¹³ Article 37, Section 6 of the "Agreement Between the City of Fort Lauderdale and the Fort Lauderdale Police Lodge 31, *Effective October 5, 2004 through September 30, 2007*" states the following: "In recognition of the City's right to determine the mission of the Police Department, the Union agrees that it is the City's sole right to determine the number of personnel allocated to any particular shift, districts, or assignments when it is in the Police Department's best interest to do so."

3.3.1.1. Authorized Staffing by Bureau

Authorized staffing of the FLPD is as follows¹⁴:

Rank	Office of the Chief	Operations Bureau	Investigative Bureau	Support Services	TOTAL
Police Chief	1				1
Assistant Chief (Major)		1	1	1	3
District Major		3			3
Captain	2	9	2	2	15
Sergeant	5	39	15	4	63
Police Officer	4	287	115	7	413
Civilian	11	82.75	33.5	96	223.25
Total Authorized	23	421.75	166.5	110	721.25

3.3.1.2. Operations Bureau Deployment

The Operations Bureau consists of two divisions: the Operations Patrol Division and the Operations Support Division.

The *Operations Patrol Division* is divided into three patrol districts, each of which is commanded by a Major. Each patrol district deploys three 10-hour overlapping patrol shifts, and each of the nine patrol shifts is commanded by a Captain. Additionally, each District has a Tactical Unit (TAC Unit) of 1 Sergeant and 4 Police Officers, deployed specifically for the purposes of reducing violent street crime.

The *Operations Support Division* is commanded by a Captain and currently includes the following dedicated units:

- Motor Unit
- Traffic/Homicide Unit
- Parking Enforcement Specialists
- Marine Unit
- Apprehension K-9 Unit

Additionally, the following teams consist of officers with other assignments and function on a call-in/as-needed basis:

- Dive Team
- Bicycle Team
- Bomb Squad
- Critical Incident Team
- Crisis Negotiation Team
- Citizens on Patrol ("Volunteer").

These teams all function on a call-in / 24/7/365 basis.

For the *Operations Patrol Division*, the department currently determines patrol deployments by District on an annual basis. Our understanding of current practice is as follows:

To determine the overall number of officers assigned to each district:

The Majors who command each patrol District emphasize "calls for service" as the key metric in requesting the overall number of Sergeants and Police Officers who will be assigned to each of their districts. There is a "negotiation" process of sorts among the District Majors for resources and the final decision as to the number of Sergeants and Police Officers assigned to each district is made by the Assistant Chief of the Operations Bureau.

To determine the number of officers assigned to each shift:

¹⁴ Excludes Extended Reserve Officers and Event Worker positions. Source: Position Control Report provided by City Finance Office dated 6/23/2005.

Within each patrol District, shift Captains work with their supervising Majors to determine the overall staffing needs of their respective shifts. Our understanding is that the final decision for the number of officers assigned to each shift within each district is made by the District Major.

To determine the number of officers deployed during each day of the week:

Our understanding of current practice is that patrol Captains exercise varying degrees of autonomy in determining deployment levels for each day of the week for their respective shift via a vis approval by their District Major. We also understand that an “informal agreement” adhered to with the FOP provides that at least 50% of officers will have at least one day of the weekend off (either Saturday or Sunday).

To determine which Police Officers will work which shifts

After patrol deployment levels are determined, the Sergeant positions for each patrol shift are staffed via an annual “Shift Pick” process, followed thereafter by a “Shift Pick” to staff Police Officers, Public Safety Aides and Parking Enforcement Specialists. District and Shift statistics regarding “Calls for Service”, “Arrests”, and “Traffic Accidents” are published to the Sergeants, officers, PSA and Parking specialists, who request their top three choices of shift, deployment and days off. Assignments are made in order of seniority. The process has traditionally been overseen by a Patrol Captain with the assistance of the FOP.

Regarding current deployment of the Operations Patrol Division:

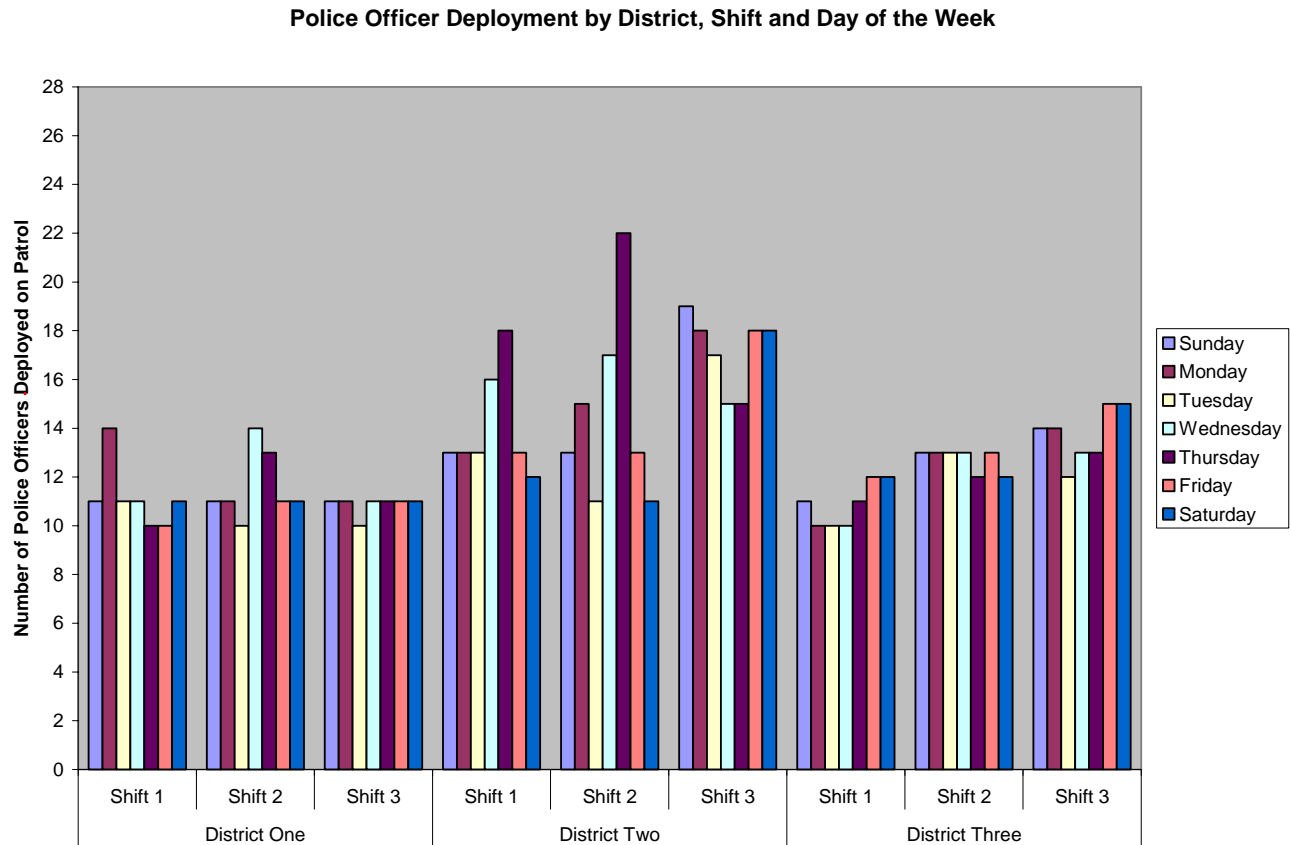
Each patrol shift in each district deploys one Captain who acts as shift commander, either one or two Sergeants and between 10 and 22 Police Officers at the following times, seven days a week:

SHIFT	One	Two	Three
“Early”	2000-0600	0600-1600	1400-2400
“Late”	2300-0900	0800-1800	1600-0200

The charts on the following pages analyze each of the nine patrol shifts over seven days of the week and each consider 63 data points (NINE shifts x SEVEN days) regarding a) Police Officer Deployment, b) Number of Police Officers Supervised by Sergeants and c) Calls for Service and Average Daily Incident Reports per Sergeant and d) Calls for Service and Average Daily Incident Reports per Police Officer.

a) POLICE OFFICER DEPLOYMENT

Current deployment of Police Officers for the Operations Patrol Division, by district, shift and day of the week, can be visually represented as follows¹⁵:



There are between 10 and 22 Police Officers deployed in the Operations Patrol Division on each shift during each day of the week (the average is 12.9)¹⁶. District One, Two and Three average 11.2, 15.2 and 12.4 Police Officers deployed per shift per day respectively.

It is appropriate that the patrol districts have differences in the number of Police Officers deployed over the course of the week. Differing crime incident levels call for differing levels of police presence.

As will be analyzed on the following pages below, we find it problematic that both in terms of Sergeant supervision and crime incident levels per officer on any given day of the week, there are wide variations that have a significantly negative impact on the department's ability to reduce crime.

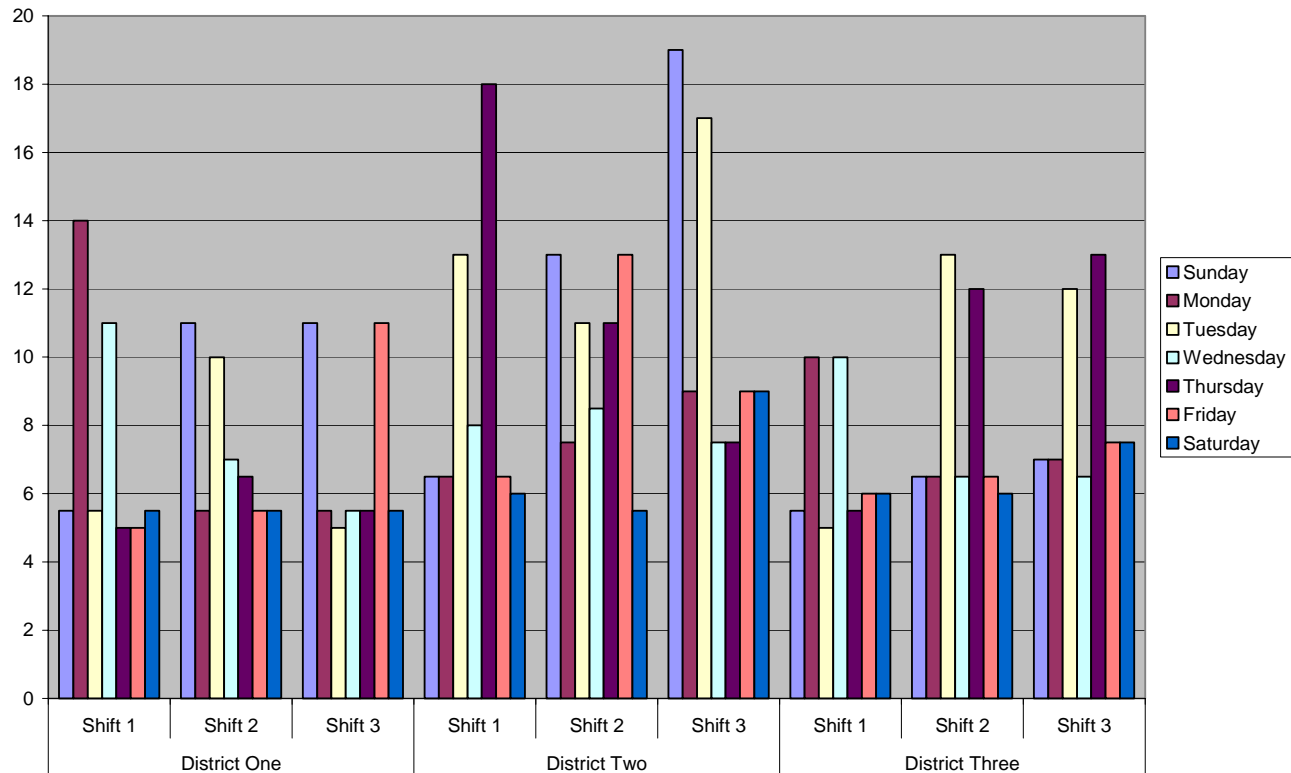
¹⁵ Figures below do not include Tactical (TAC) Units of which each district has one consisting of one Sergeant and four Police Officers.

¹⁶ Does not account for overlap periods between shifts.

b) Number of Police Officers Supervised by Sergeants

Based on significant variations in the deployment of Sergeants and Police Officers, Sergeants may supervise between five (5) and nineteen (19) Police Officers on each patrol shift.

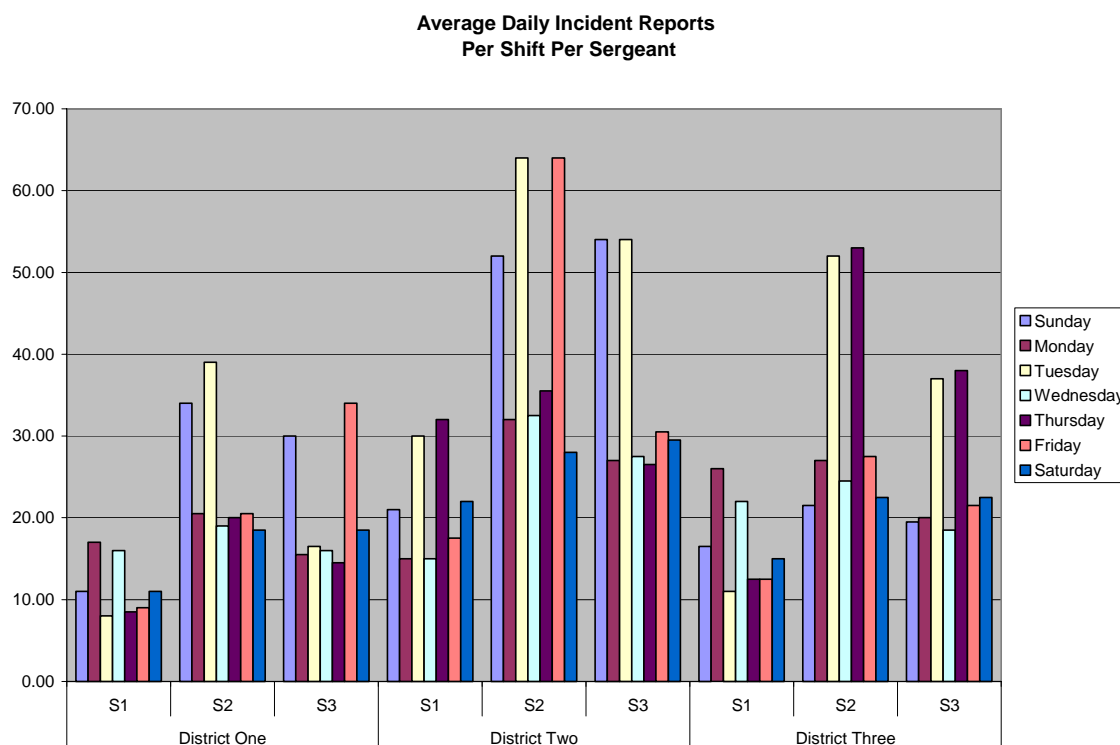
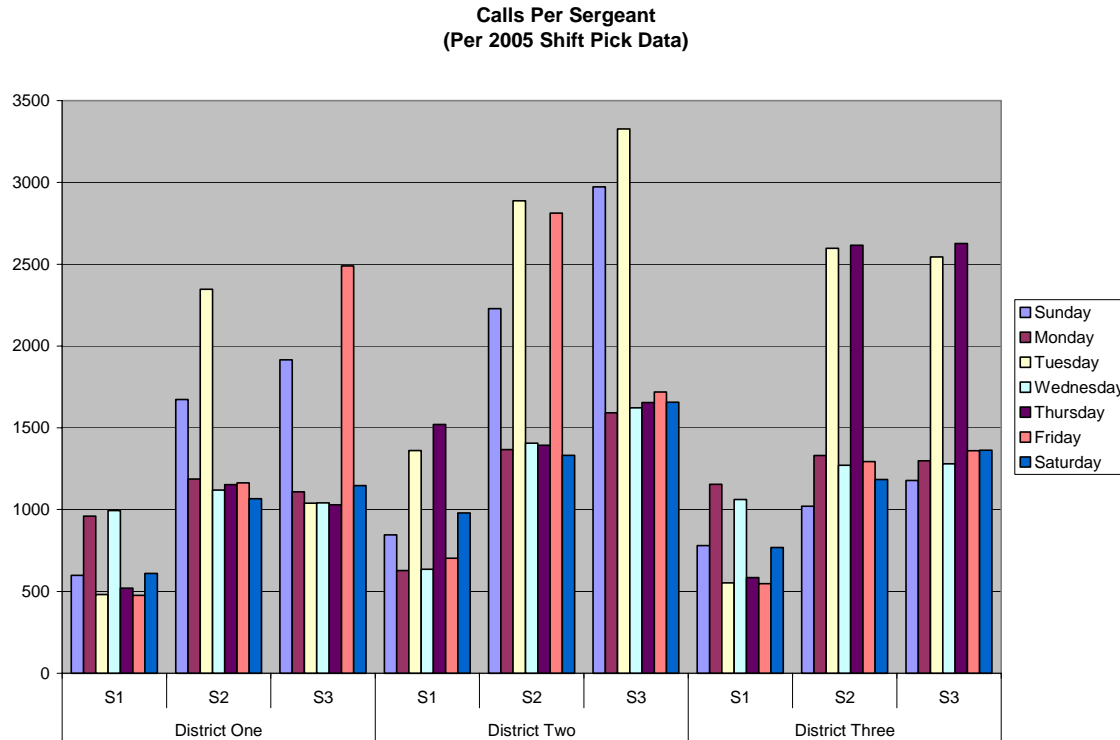
Number of Patrol Officers Supervised by Sergeants Per Patrol Shift



The variation in Sergeant to Police Officer ratios on the patrol shifts (from “1 and 5” to “1 and 19”) is significant and out of line with the customary range from “1 and 5” to “1 and 12” that are recognized standards for proper supervision and operational effectiveness. Eleven of the Sixty-Three (17.5%) shifts are at or above the “1 and 12” level which is considered to make it very difficult for Sergeants to supervise. Eliminating those eleven shifts, the remaining Fifty-Two are at a ratio of under “1 and 6”, considered to be on the low end of proper supervisory levels. Though some variation is endemic to the FLPD’s current structure of deploying either one or two Sergeants per patrol shift per district, the worst instances of Sergeants supervising too many officers (i.e. “1 and 19”) can be easily remedied by more strategic patrol deployment.

c) Calls for Service and Average Daily Incident Reports per Sergeant

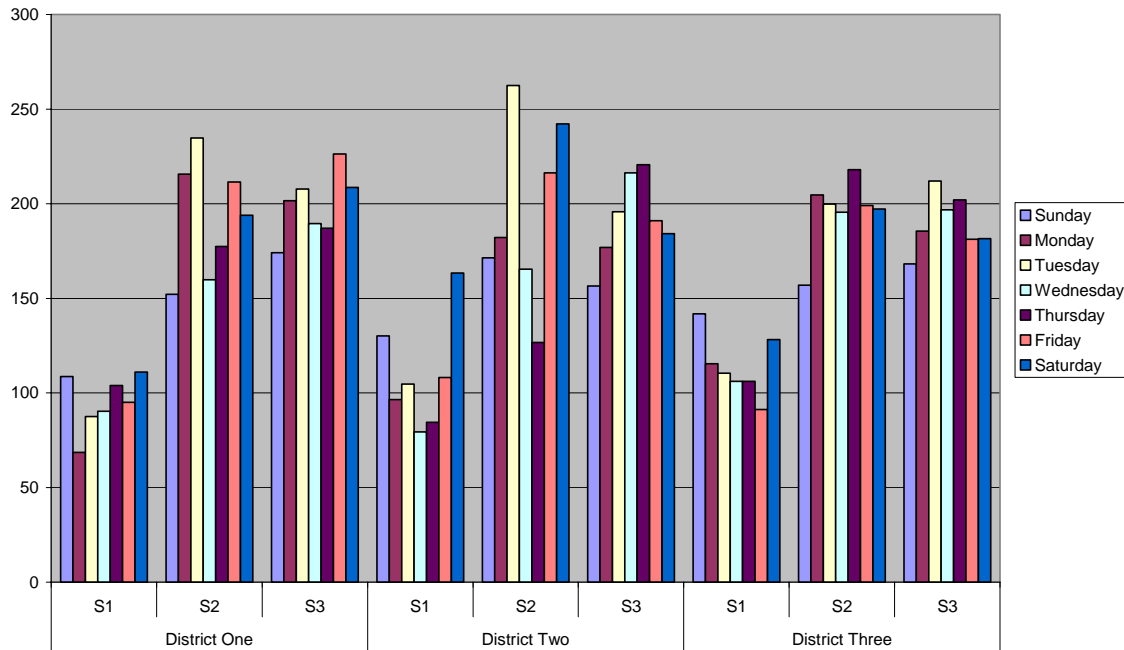
Based on significant differences in staffing, calls for service & crime levels in each district, the workloads of **Sergeants** on the nine patrol shifts varies significantly both in terms of a) Calls for service (range from under 500 per Sergeant to greater than 3,000 (average of 1384) per Shift Pick data provided) and b) Number of Incident Reports filed daily (range from 8.5 to 64 daily Incident Reports filed per Sergeant, (average of 25.8)):



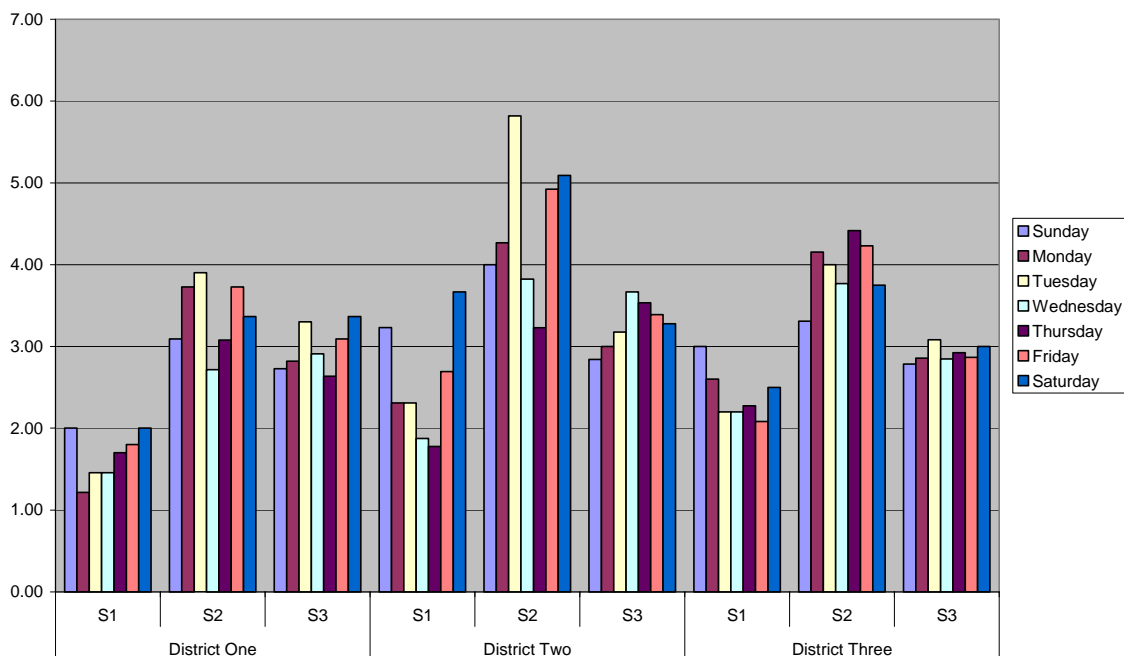
d) Calls for Service and Average Daily Incident Reports per Police Officer

Based on significant differences in staffing, calls for service & crime levels in each district, the workloads of **Patrol Officers** on the nine patrol shifts vary significantly both in terms of a) Calls for service (range from 79 to over 262 calls (average of 164) based on Shift Pick data provided) b) Number of Incident Reports filed daily (range from 1.2 to 5.8 daily per Police Officer (average of 3.06).

**Calls Per Patrol Officer
(Per 2005 Shift Pick Data)**



**Average Daily Incident Reports
Per Shift Per Patrol Officer**



While differing workloads are to be expected among Sergeants and Police Officers in the different patrol shifts, the significant variances within the FLPD are a cause for concern. While workloads analyzed above do not appear to be unmanageable, the fact that some Police Officers conduct an average just under six (6) incident reports per shift while others conduct an average of one (1) per shift and some Sergeants supervise an average of over 6.5 incident reports an hour on their shifts while some supervise an average of less than one incident report an hour, suggests that a more strategic deployment of resources is needed.

3.3.1.3. Investigative Bureau Deployment

The Investigative Bureau consists of two divisions: the Criminal Investigations Division and the Special Investigations Division.

Officers of the Investigative Bureau are not assigned to specific districts.

The Investigative Bureau has a policy allowing almost all members of the Bureau to work some rendition of a day tour. There are only two Detectives with a covering supervisor who work night tours (after 1700 on most work days). The “call out” policy has been instituted whereby members of the sub-units are called in on overtime as the need arises for specific investigations.

3.3.1.4. Support Services Bureau Deployment

The Support Services Bureau consists of three divisions: the Administrative Support Division, the Staff Support Division, and the Information Services Division.

With the exception of the Records Division and the Communication Division, all Support Services Bureau staff work day tours and are called out on an as needed basis.

3.3.1.5. Office of the Chief Deployment

The Office of the Chief consists of a Legal Unit, an Internal Affairs Unit and three functions working under the supervision of an Executive Officer (Public Information, Staff Inspections and Grants Coordinator).

All Office of the Chief staff work day tours and are called out on an as needed basis.

3.3.2 Analysis

Considering FLPD’s deployment, several key areas of analysis arise:

- 1) *Given the total number of sworn authorized positions for FLPD, are the numbers of sworn force assigned to Operations, Investigative, Support Services and the Office of the Chief optimal for reducing crime?***

Yes, if deployed strategically with correct supervision, direction, motivation, support, training and equipment.

- 2) *Are sworn officers deployed at the right places and at the right times to reduce crime?***

With regards to Patrol Deployment:

We find that there is a serious disconnect between the patrol staffing level allocations by district, shift and day of the week and the needs of an effective goal oriented crime strategy. We find that much of this has to do with the current process of determining deployment levels without proper strategic direction from senior management and based on an annual “Shift Pick” process that can be managed more flexibly.

It is to be expected that workload levels will vary somewhat within any police department when analyzed based on district, shift and day of the week. We find, however, that the widely varying workload levels within FLPD districts and shifts, especially as regards to the higher crime area of District II, has a significant negative impact on service levels, response time, proactive patrol and quality of life enforcement. According to one senior department manager, in too many instances Patrol Officers have become “glorified secretaries” in responding to

rather than proactively deterring crime. Many officers are simply overworked on certain shifts in the most crime ridden areas of the city while some have much lighter workloads. This issue is not driven by the department's rank and file, but simply a consequence of an ineffective process. That said, with regards to the actual staffing of positions through the "Shift Pick" process, we find that preference based 100% on seniority does not result in desired outcomes as the department is exposed to the most senior and experienced staff choosing assignments where their skills and experience may be underutilized.

To correct these problems, senior management should be more strategic, proactive and flexible in reassigning personnel to best combat crime trends. The city should implement its ability to redeploy officers on a more frequent basis to proactively reduce crime.

The City should also revise the four-days on, three days off work schedule. While proponents of this schedule proffer that the decrease in officer sick-time, increase in morale and overlapping shift schedules are beneficial to the City, we find that these proposed benefits are outweighed by the decrease of 52 appearances per officer per year, making schedules more rigid and difficult to manage and having a substantial negative impact on the department's ability to reduce crime.

One other factor to consider with the current "Four-Ten" schedule is that it provides greater opportunity for officers to work off-duty. Under current policy, the City is not remunerated for the use of its resources and an officer may be on-duty and has been working for up to sixteen hours, creating what we believe to be a potentially dangerous situation. Additionally, with the wages officers may receive for off-duty employment not being regulated or monitored by the City, there is opportunity for corruption that we believe can be mitigated through an effective program where the city is remunerated for the use of its resources.

With regards to the Investigative Bureau Deployment:

We find that the lack of investigators deployed at night has significant negative consequences:

- Longer detective response times
- Unnecessary overtime expenditures
- Unnecessary logistical difficulty in conducting basic investigations (i.e. how do you interview witnesses at night? Conduct surveillance at night? Otherwise follow leads at night?)
- Many crimes that occur at night simply do not get the necessary level of investigation from the most qualified staff

3.3.3 Recommendations

FLPD should take the following actions to better manage resources to reduce crime:

- Revise Patrol Deployments to be:
 - primarily determined based on crime incidents as part of a goal-oriented crime reduction strategy
 - staffed 50% based on seniority and 50% based on management's review
 - determined on a semi-annual basis and more flexibly managed to deploy resources for the needs of the Department as crime trends evolve during the course of the year
 - return to Five-Days on Two days off system with 8-hour shifts
- Revise Investigative Deployments to be:
 - properly staffed during evening and early morning hours.
 - All new hires to work night tours
 - better managed in functional units (please see analysis in the APPENDIX):

3.4. COMPSTAT & Technology

3.4.1. COMPSTAT

The FLPD has been utilizing the COMPSTAT process since 1994. The COMPSTAT process is intended to provide senior management with a detailed, neighborhood-specific crime analysis, identify trends and patterns and hold middle managers accountable for the reduction of crime in their areas of responsibility. COMPSTAT is

most effective when its tools are integrated into daily operations and are integrated with personal accountability systems.

FLPD's current practice is to hold COMPSTAT meetings once a month, chaired by the Assistant Chief of the Operations Bureau. SafirRosetti attended a special meeting of COMPSTAT on Wednesday June 8, 2005 and observed the following:

- The data presented was basically adequate for displaying a visual representation of crime trends and patterns but generally covered crime trends and initiatives that occurred in the past
- Several department initiatives and action plans were discussed few were currently ongoing
- Difficult and direct questions were not asked by senior management
- Evidence of accountability and follow-up systems were not apparent

3.4.2. Technology Planning

The FLPD is currently working from a Three-year Technology Plan¹⁷. Functionality upgrades to various systems through the stated projects of the Technology Plan may be summarized as follows:

(Note: Completed projects in **bold** and projects greater than "50% Complete" appear in *italics*):

Plan Year	Records / Crime Analysis Computer Aided Dispatch	Field Communications Upgrades	FLPD IT Network	PC Replacement	Other
Year One (2004)	CAD and Records W/S Replacement		UPS Power & Capacity Expansion AVL Server Upgrade (HW/SW) VPN Access for Support	PC Replacement (Phase I)	Alarm Project Software Licensing
Year Two (2005)	CAD/RMS Upgrade (HW/SW) <i>PD3/RMS7/ Replacement</i>	Mobile Gateway Mobile Data Terminal Replacement (I/Mobile) Advanced Field Reporting (AFR)	Tape Library and Veritas backup system FDLE Access client rollout <i>Exchange Migration/ Upgrade</i> <i>Outlook Web Access</i> Network Infrastructure Upgrade Storage Area Network <i>Additional Server Replacements (file server, admin)</i>	PC Replacement (Phase II)	<i>SW Licenses – Full Compliance</i>
Year Three (2006)	Evidence and Property into iLeads	PIA – Electronic Citations PIA – Wireless Hotspots Annual Mobile laptop Replacement	UPS Upgrade (first floor) Business Continuity – Server Clustering Tape Library and Veritas expansion	PC Replacement (Phase III)	Staff Scheduling and Payroll System

3.4.3 Analysis

Considering COMPSTAT and Technology planning, several key areas of analysis arise:

¹⁷ As of 6/22/05. Source:FLPD.

1) How do the COMPSTAT process & technology support the department's strategic goal of reducing crime?

The COMPSTAT process gives direction to identifying crime patterns and spikes and otherwise assists in the development of deployment strategies. As currently practiced by FLPD, COMPSTAT is a monthly process with follow up and accountability systems that can and should be improved.

2) How does technology support FLPD officers in their daily tasks?

As we understand it, Patrol generally utilizes daily "Hot Sheets" (aka "Captain's Sheets") for reporting of crime from the last two shifts (16 hours). The information provided via this mechanism is very limited as it does not include data detailing the method of the crime, who the suspects are, whether or not there has been an arrest and there is no analysis beyond line items that list the category of crime, time and address. Also, the information that drives the Hot Sheets is via an Informix database that is separate from the systems that support COMPSTAT.

Regarding the functional capabilities of other aspects of the department's technology plan, we find that they are generally consistent or more advanced than those of other departments. The recent upgrades to FLPD network infrastructure and officer PCs should improve individual productivity and increases to the functionality of Mobile Data Terminals and wireless networking will create opportunities for new functionality in the field (e.g. advanced field reporting, situational awareness, better transfer of data and information).

The installation of a T1 line between the BSO and the FLPD is necessary in order to provide access to valuable information needed in the identification and apprehension of wanted criminals and will reduce the amount of time needed to process arrests thereby allowing officers to return to the street quicker.

3) Is technology planning adequate for future needs?

We find that the department's technology plan is adequate but needs to be better integrated into a goal-oriented crime reduction strategy.

3.4.4 Recommendations

We recommend that FLPD take the following actions to improve COMPSTAT and the leveraging of technology to reduce crime :

- Hold COMPSTAT meetings weekly
- Institute a personal accountability system that measures crime reduction and productivity (down to the individual officer level)
- Improve crime analysis / records process so that COMPSTAT data is provided to the field on a daily basis
- Continuous management follow up on recommendations discussed at weekly meetings
- Implement analysis of individual performance at COMPSTAT as part of Executive Staff evaluation process.

4.0 Department Strategy & Staff Needs Planning

4.1. Purpose

The purpose of this section is to consider FLPD strategy and staff needs planning, and to make recommendations for continuous improvement.

4.2. Department Strategy / "Police Department Three Year Plan"

4.2.1 Background / Findings

Since the beginning of FY 2004/5, the FLPD has been working from a "Police Department Three Year Plan" proposed by the Department to "attempt to regain and surpass its ability to deliver the quality and quantity of services the populace has come to expect". The proposed initiatives are built around three primary goals¹⁸:

- Continued Crime Reduction
- Maintain Customer Satisfaction Levels Within the Community
- Resume the Proactive Approach to Quality of Life Issues

The Three-Year Plan was conceived in the wake of a decrease in authorized staffing levels, the dissolution of the Community Support Division and the closing of the City Jail. Chief Roberts stated in the plan that "staffing shortages made necessary by budget deficits" lead to undesirable outcomes including a less "proactive" approach to "quality of life" issues and a reduced ability to "follow-up on reported crimes, including narcotics complaints" and a potential difficulty for investigators in spending the appropriate amounts of time in "tracking down, interviewing and arresting every offender".¹⁹ The increase in authorized staffing levels requested in Year One was granted.

The proposed hiring component of the Three-Year Plan may be summarized as follows:

Plan Year	# of Authorized Sworn Officers Prior to Plan Year	# of Additional Sworn Positions to be Added	# of Authorized Sworn Officers after additional hires	Proposed Use of Additional Authorized Officers	# of Projected Vacancies	# of Proposed New Hires	Other Considerations
Year One	484	12 (granted)	496	Annexation (7), Community Policing (5)	Up to 61	73	Funding overtime positions in the booking facility with salary savings
Year Two	496	25	521	"Full Staffing of the programs and initiatives affecting the quality of life of our residents and visitors alike, as well as sustain the booking / transport operation"	40	65	Authorizing additional sworn would "allow u to return the 5 School Resource Officers (SRO) to the seventeen elementary schools
Year Three	521	0	521	Additional officers proposed only for any increases in projected annexations	35	35	—

¹⁸ Source: Fort Lauderdale Police Department Memorandum #04-28, "Police Department Three Year Action Plan"

¹⁹ Ibid.

On April 28, 2005, Chief Roberts submitted a "Six Month Update Regarding Police Department Three-Year Plan"²⁰. The purpose of the memorandum was to "provide an update on the steps taken and progress achieved during the initial six months of the three year proposal".

According to the Six Month Update, measurable progress has been made in many areas related to the goals of the Three-Year plan:

- Declining Part One Crimes in the Beach area
- Funding approved for a new communications line with the Broward Sheriff's Office
- 17% increase in arrests in the first three months of 2005 (compared to first three months of 2004)
 - Violent crime arrests up 49% for same period
 - Robbery arrests up 104% for same period
- Action Plans are addressing the following issues throughout the city:
 - Abandoned vehicles (N.E.A.T. action plan)
 - Traffic Speeding problems
 - Trash Complaints
 - Homelessness
 - Street vendor complaints
 - Vandalism/Graffiti
 - Prostitution
- Specific problem locations have been successfully targeted as follows:
 - SW 2 Street Entertainment District – Underage drinking, public intoxication, public indecency and littering
 - Hall of Fame Aquatic Complex – Trespass, vandalism, etc.
 - NW 6 Street – Loitering, beverage violations and traffic infractions
 - Beach areas – traffic, open container violations and sidewalk dining area issues
 - Special events problem locations – sky watch

Also according to the Six Month Update, several initiatives related to Goal #3 (Quality of Life Issues) have **not** been made "due to staffing levels":

- No dedicated teams have been established for the following areas (addressed by various officers/PSA's and Special Problems Units in each district on a rotating basis)
 - Abandoned Vehicle Complaints
 - Trash Complaints
 - Street Vendor Complaints
 - Community Policing teams
- No additional officers have been assigned as planned, to address the following issues:²¹
 - Homelessness
 - Vandalism / Graffiti

With regards to the Three Year Plan's goal of hiring six Police Officers per month for year one, the Six Month Update reports that only 23 officers have been hired for fiscal year to date (i.e. almost four officers per month). According to the Six Month Update, the reasons for the shortfall in hiring have included start up time necessary to hire civilians and transfer sworn personnel to the Background Investigative Unit, the "unanticipated and unprecedented number of Police Officer vacancies that occurred during the same six month period"²², and that the polygraph examination has been a "major bottleneck in the hiring process."

²⁰ FLPD Memorandum #05-12, "Six Month Update Regarding Police Department Three-Year Plan", April 28, 2005.

²¹ Plan is for one officer/PSA to be dedicated to these tasks.

²² Reported as 21 officers leaving employment with the City instead of an anticipated 10 officers. Ibid.

The Six Month Update states that it will be necessary to hire 12 new officers per month for the remainder of the fiscal year to accomplish the hiring goals set out for year one of Three Year Plan. The plan states several initiatives to meet this goal:

- Creation of an internal Human Resources Unit
- Increasing the number of background investigators through temporary positions or reassignment of current personnel
- Add one additional polygraph machine
- Outsourcing additional polygraph examinations
- Raising Extended Service Reserve Officer Compensation to Step G
- Increasing the number of Field Training Officers
- Establishing a Fort Lauderdale only Police Academy class at the Broward County Academy
- Proposing a Supplemental Police Staffing Plan to target Part I Crime and quality of life issues in specific areas throughout the entire City

4.2.2 Analysis

Considering the Police Department Three Year Plan and the Six Month Update, several key areas of analysis arise:

1) *Do the goals set forth in the Three Year Plan further the Department's ability to reduce crime?*

Those goals are generally well stated with the exception of Goal #3 which implies that a proactive approach to Quality of Life issues is one the department will "resume". Best practice is that a proactive approach to Quality of Life issues is department policy that is enforced no matter what personnel levels are.

2) *Do the metrics set forth in the Three Year Plan and reported in the Six Month Update best measure or indicate progress?*

Arrests are not a good or reliable metric of department success and in many cases have a negative correlation with the most important metric: the Department's performance reducing crime²³. Arrests made in areas not affected by crime increases can certainly have a positive effect, but if made for sheer numbers there will be little impact on crime. Deployment of resources to areas in order to make arrests must be continuously re-evaluated for effectiveness. Surveys that would indicate improvement of conditions at locations traditionally known as narcotics and prostitution hot spots should be used as a monitor that would indicate progress. It should be noted that there is no stated Action plan for Narcotics.

3) *Does the FLPD have sufficient resources to achieve the hiring goals of the Three Year Plan?*

We find that the FLPD has sufficient resources to achieve the hiring goals of the Three Year Plan but would benefit from having a dedicated manager to oversee the process.

It is notable that minority-hiring goals are not mentioned as part of the Three Year Plan of Six Month Update. Although the Department has made significant progress in minority hiring over the last twenty years under the Consent Decree, the highest ranking minority officer in the Department is at the rank of Captain. We believe that Police Departments have an advantage in providing better service when they are more reflective of the community they serve.

4) *Are FLPD's current operational practices optimal for achieving the goals of the Three Year Plan?*

Proper Police management dictates the continuous re-evaluation surrounding the deployment of resources for the reduction of crime. History suggests the best way to optimize resources is for senior managers to regularly interact with middle managers and hold them accountable for the reduction of crime in their functional areas and to constantly give and receive feedback in an atmosphere of immediacy and partnership with the community.

²³ While some police departments advocate using changes in Crime Rates per 10,000 or 100,000 residents, SafirRosetti advocates measuring success or failure in crime reduction based on changes in crime numbers regardless of marginal increases in population. The reason is that we do not agree that marginal increases in population should justify increases in crime.

4.3. Recommendations

We recommend that FLPD take the following steps with regards to staff planning and strategy:

- The Supplemental Police Staffing Plan should be considered and implemented based on a goal oriented crime reduction strategy that proactively measures monthly changes in crime as the metric by which the department is held accountable
- A strong manager should be hired in the Support Services Bureau to coordinate the entire process from recruitment to deployment in filling the vacancies and making recommended hires
- A proactive approach to “quality of life” issues is fundamental and should be ingrained as policy in all aspects of Department operations and recommend that all members of the department be held accountable for taking a proactive approach to quality of life issues in their daily duties regardless of staffing levels
- Arrests are not an appropriate or reliable metric of department success and in many cases have a negative correlation with the most important metric: the Department’s performance reducing crime. The sale of illegal narcotics generates multiple other crimes (i.e. violent crimes, prostitution, burglary). Targeted plans to combat the sale of narcotics can have positive effects throughout the city and are fundamental to a goal-oriented crime reduction strategy
- CompStat / Crime Analysis data should be made more frequently available and integrated with daily trend reporting (currently a separate database)
- The department should consider the implementation of a personnel accountability database as a management tool to hold individual officers and middle managers accountable for crime reduction

5.0 Synopsis of Findings

FLPD has sufficient financial and human resources, a dedicated and experienced work force, and every opportunity to reduce crime.

While there are significant structural issues that we believe the City should consider including the construction of three district stations and the reinstitution of the rank of Lieutenant, we find that the driving issues behind recent crime increases in Fort Lauderdale are primarily related to fundamental police management issues including personnel deployment, scheduling, utilization and the lack of a clear and coordinated crime reduction strategy implemented by FLPD senior management.

It is our experience that the best strategy for reducing crime is one where senior management sets measurable and appropriate crime reduction goals that are both integrated into daily police operations and managed through a proactive and frequent COMPSTAT process.

Although current resources should be sufficient to reduce crime, we recommend that the City strongly consider adding eight (8) additional positions in the “middle management” ranks of the Department and five (5) additional positions to form an additional Tactical Unit deployed to reduce violent crime trends.

We believe that the future success or failure of the FLPD in reducing crime will be influenced primarily by Department leadership.

APPENDIX – Bureau, Division & Unit Analysis

A.1. Overview

The Fort Lauderdale Police Department is comprised of three major Bureaus — the Operations Bureau, the Investigative Bureau and the Support Services Bureau. There are other units that comprise the Office of the Chief.

This Appendix assesses each staffed FLPD unit and includes a description of the unit's mission, staffing, deployment information, hours of operation, and recommendations to improve service.

A.2. Investigative Bureau

A.2.1. Investigative Bureau Overview

The Investigative Bureau is divided into the Criminal Investigations Division and the Special Investigations Division. The Bureau is commanded by an Assistant Chief and each Division is commanded by a Captain. The Chief shares his administrative staff with another Assistant Chief. This Bureau acts as the investigative arm of the Department and each Division has sub-units with specific responsibilities.

The staffing study indicates that, primarily due to significant vacancies, the Investigative Bureau is currently in need of personnel, specifically in the rank of Detective. It should be noted that Detectives do not receive a higher salary than uniform Police Officers. The cost of adding Detectives is a trickle down effect to the other Bureaus and ultimately in the cost of hiring replacement Police Officers to backfill vacant positions.

The Investigative Bureau has assumed a policy of allowing almost all members of the Bureau to work some rendition of a day tour. There are only two Detectives with a covering supervisor who work night tours after 1700 on most occasions. The "call out" policy has been instituted whereby members of the sub-units are called in on overtime as the need arises for specific investigations. This policy by its very nature has a dramatic impact on the use of overtime.

Any new Detectives added to this Bureau should be assigned to the night time hours thus creating an immediate increase in night coverage of Detectives. This is necessary for the Investigative Bureau to operate more efficiently and effectively in order to prevent and investigate crime. This will reduce the need for "call outs" and significantly impact the reduction of overtime costs.

A.2.2. Criminal Investigations Division

A.2.2.1 Violent Crimes Unit

The Violent Crimes unit is responsible for the investigation of robberies. While Department Standard Operating Procedure (SOP) states that the crimes of aggravated assault and aggravated battery are also components of "Violent Crimes"²⁴, these crimes are currently assigned to the Burglary Unit.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1	
Detective	12	
Clerk Typist		1
TOTAL	13	1

	<i>YTD</i>	
	2004	2005
Case Load	304	400

It is recommended that the Department should fill necessary vacancies. The crimes of larceny, aggravated assault, aggravated battery, vandalism and any other violent crime not previously listed should be investigated by this unit. The filling of vacancies is critical to the efficiency of this unit and the overall reduction in violent crime. It is believed that the Violent Crime Unit can work closely with the TAC Units in a more coordinated and efficient manner. This unit also works day tours a majority of the time. The additional Detectives should be assigned to night tours of 1700-0100 and the days off should be staggered in order to have coverage seven days a week from 0800-0100 hours. The civilian position is a Clerk Typist and the assignment is critical to the unit.

²⁴ "Criminal Investigations Division SOP", Page 3, Revised: 7/02. Source: FLPD.

A.2.2.2 Burglary Unit

It is the Burglary Unit's responsibility to investigate residential, commercial, and automobile burglaries²⁵. They conduct follow-up investigations on all Uniform Patrol arrests. The unit monitors pawnshops within the city of Ft. Lauderdale and enters pawn slips into a county-wide database. The TACA-Mo program is conducted by this unit. This is an extremely effective program aimed at probation and parole violators. The ability to check names of arrestees, parolees and probationers as well as known "pattern" criminals through the pawn database gives law enforcement access to violations of parole agreements and provides valuable information on repeat offenders.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1	
Detective	10	
Public Safety Aide		1
Clerk Typist II		1
TOTAL	11	2

	<i>YTD</i>	
	2004	2005
Case Load	1953	2126

The filling of vacancies is critical to the efficient functioning of the unit. The Detectives are investigating close to 100 cases per month. This case load prevents the proper investigation of this crime. The responsibility to investigate larcenies, assaults, and felony battery should be re-assigned back to the Violent Crime Unit as was the previous policy. The additional Detectives should be assigned to the 1700-0100 tour in order to more effectively investigate and prevent the crime of burglary. The two Detectives investigating arsons also will be available to better investigate burglaries.

There are two civilians assigned, 1- PSA and 1- Clerk Typist II. Both positions according to job description fit in this unit. The PSA can assist with fingerprint processing and preliminary investigations. The typist can assist with additional administrative functions as needed.

²⁵ This unit is currently investigating larcenies, assaults, felony batteries and vandalism in addition to the burglaries. It is our recommendation that these duties be moved back to Violent Crimes (see violent crime analysis). Two of these Detectives also work on Arson. It is our recommendation that these duties be moved to the Economic Crime Unit permanently. (see Economic Crime analysis for details)

A.2.2.3 Economic Crime

The Economic Crime unit investigates a wide variety of white collar crime including fraud, computer crime, embezzlement, and counterfeiting. The Special Victims Unit investigates elderly fraud.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1	
Detective	8	
Clerk Typist II		1
Police Aide III		1
TOTAL	9	2

	<i>YTD</i>	
	2004	2005
Case Load ²⁶	605	658

It is recommended that the department fill Detective vacancies and permanently assign two (2) Detectives to work on arson. The supervisor of the Economic Crime Unit currently supervises the arson investigations which are presently conducted by two (2) Detectives in the Burglary Unit. The duties of the two Detectives in the Burglary Unit should be relieved as it relates to Arson and these crimes should now be investigated by two Economic Crime Detectives. It is believed that the elderly fraud crime should be moved back to this unit from the Special Victims Unit. Identity theft cases being investigated by Investigative Services should be transferred back to Economic crimes (see Investigative Services Unit below in section A.2.2.9).

The filling of vacancies is critical to the efficiency of this unit. More responsibility which is consistent with better organizational structure is being recommended further supporting the filling of vacancies.

The civilian vacancy is for a Police Aide III. The job description fits in the scope of this unit in that they can perform duties as a check fraud and forgery Investigator, along with other duties that pertain. Filling the vacancy is essential, but not critical as with the Detective vacancies.

²⁶ Includes Elderly Fraud.

A.2.2.4 Homicide

The Homicide unit investigates all cases of homicide, suicide, suspicious and accidental death (excluding traffic fatalities), battery on law enforcement, kidnapping, and abduction.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1	
Detective	6	
Clerk Typist II		1
TOTAL	7	1

	<i>YTD</i>	
	2004	2005
Case Load		
<i>Homicide</i>	9	6
<i>All Cases</i>	145	143

It is recommended that the department fill Detective vacancies. This unit currently works Monday to Friday during day time hours. They have an “on call” system if a Homicide occurs in off hours. Vacancies when filled should be assigned to the evening hours of 1700-0100. The filling of the vacancies is critical to the efficiency of this unit; however, the case load does not warrant additional personnel. It is believed that the supervisor Sergeant should adjust his tours to cover both day and evening. There is federal grant funding for unsolved homicides offered by the National Institute of Justice. The unit currently has four cases that meet these criteria.

A.2.2.5 Fingerprint

The Fingerprint unit is responsible for the technical handling of fingerprints including classifying, searching and identifying arrested persons and victims of natural disasters. The unit coordinates training of arrest processing personnel in the proper techniques of obtaining finger and palm prints. The Fingerprint Unit works very closely with the Crime Scene /Forensic Unit.

	<i>Staffing</i>	
	Sworn	Civilian
Chief Latent Fingerprint Examiner		1
Latent Fingerprint Examiner		1
Police Aide II – Specialists		4
TOTAL		6

The case load varies but it appears as though there are enough members of this unit to accomplish the mission. They utilize current technology in the field. The AFIS System (Automated Fingerprint Information System) is the database. The unit works Monday to Friday during the day tour which is sufficient for this unit. All prints are sent through automation to the Florida Department of Law Enforcement who transmits all print to the FBI.

It is believed that this unit is sufficient in size and no vacancies need to be filled. The hours of operation are in accordance with the assignment. The unit is critical to the overall efficiency of the Investigations Bureau.

A.2.2.6 Forensic Crime Scene

The Forensic/Crime Scene unit is responsible for crime scene investigations of any and all types. The duties include collecting, documenting, photographing, and preserving evidence for presentation in court.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Detective	4	
Photo Technician		2
Civilian Investigator		3
TOTAL	5	5

The case load varies in this unit. It appears that if the vacancies are filled that sufficient personnel would be assigned and no additional personnel would be required.

It is recommended that the department fill vacancies. The filling of these vacancies is critical to the efficiency of the unit. One of the civilian Investigators is due to begin on 7/6/05. This position is temporary but should be made permanent. The other civilian position is for an investigator. The tours of duty and days off have been staggered in the past. Once all vacancies are filled at least one Investigator should be working seven days a week in order to process crime scenes during off hours.

A.2.2.7 Special Victims

The Special Victims Unit is responsible for the investigation of sexual batteries, felony and misdemeanor sex crimes, physical child abuse, adult and juvenile missing persons, domestic violence, and neglect and abuse of the elderly. In addition the Victim Advocate provides assistance to victims of violent crimes. Currently this unit has taken the added responsibility of Fraud against the Elderly which has been recommended to be returned to the Economic Crimes Unit.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Detective	7	
Civilians		4
TOTAL	5	5

The Detective who has replaced the civilian should be made permanent. The civilian vacancy does not need to be filled. The Detective who is TDY to Burglary should be transferred permanently (see Burglary Analysis). Detective vacancies created should both be filled by transfer of senior members from patrol. Again there is no cost to the Bureau however the trickle down effect applies to patrol with the need to hire two more Officers.

A.2.2.8 Auto Theft Unit

This unit is responsible for the follow-up of criminal investigations of thefts of motor vehicles, altered VIN #s, moped, boats, aircraft, and heavy equipment. The unit conducts follow-up on all auto arrests made by the Uniform Patrol Division.

	Staffing
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	Sworn	Civilian
Sergeant	1	
Detective	5	
Public Safety Aide		1
Clerk Typist II		1
TOTAL	6	2

	YTD	
	2004	2005
Case Load	757	768

It is recommended that vacancies are filled and that a policy is instituted to have Detectives work 1700-0100 tours (perhaps three working at night and two working during the day). The filling of the vacancies is critical if the unit is to function efficiently. The Supervisor should adjust their tour accordingly. SafirRosetti does not believe that the increase in the case load is enough to warrant an increase in personnel for this unit. It is believed that the civilian jobs fit the scope and are appropriate for this unit.

A.2.2.9 Investigative Services

The Investigative Services unit is responsible for the investigation of juvenile crimes and gangs. In addition responsibilities include case management, administration of polygraph, and youth services. School Resource Officers are assigned to this unit. Programs such as GREAT and DARE are administered. The Investigative Services Unit is also currently investigating Identity theft cases.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1 ²⁷	
Detective	7	
Police Officers	6	
Civilian		1
Police Aide II – Specialist		1
Crime Analyst		1
TOTAL	14	3

It is recommended that the Department should fill vacancies. The new Detectives should be assigned to the investigation of street gang violence and begin to gather intelligence for this emerging issue. They would assist the other units such as Homicide and Violent Crimes in their mission. They should work together with the TAC Units and School Resource Officers to address Gang issues. They should work evening hours to be most effective 1700-0100. It is also believed that Identity Theft should be transferred back to the Economic Crimes Unit.

There are currently eighteen (18) elementary, four (4) middle and three (3) high schools in Fort Lauderdale. The supervisor has requested six additional School Resource Officers. The six current officers are assigned as follows; 3 – Middle Schools and 3 – High Schools. The elementary schools are uncovered. The six (6) new Officers would be assigned as follows 1 – Middle School and 5 – Elementary Schools. This proposal would have a direct impact on the Uniform Patrol Force and should be considered when new members are added. The addition of these Officers is recommended and not critical. The school districts pay the Department \$12,000 per Officer. This funding should be considered when making this decision.

The filling of civilian vacancies is recommended and not critical.

²⁷ The Sergeant is currently covering the General Duties Unit also.

A.2.2.10 General Duty

The General Duty unit provides investigative coverage during the FLPD's current "off hours" (1600-2400 hrs.) Two (2) Detectives work on fugitive apprehensions.

	Staffing	
	Sworn	Civilian
Sergeant	1 ²⁸	
Detective	7	
Police Officers	6	
Civilian		1
Police Aide II – Specialist		1
Crime Analyst		1
TOTAL	14	3

It is recommended that the Department vacancies should be filled. These new Detectives would work with two others already assigned and cover 2200-0600 hours. The filling of these vacancies is critical. If the recommendations to have Detectives in all the units work at night are instituted, then this unit would cover the late tour as is done in most other Departments. This recommendation is directed at improving the overall efficiency of the Investigative Bureau.

The success of the two (2) fugitive Detectives suggests that consideration should be given to adding Detectives to this task. The Chief of the Investigations Bureau should consider this as Detectives are added and crime trends shift. It is believed that the Fugitive Unit should be transferred under the supervision of the Homicide Unit and work closer with the TAC units in the apprehension of wanted individuals.

²⁸ The Sergeant is covering the General Duty Unit is assigned to the Investigative Services Unit.

A.2.3 Special Investigations Division

A.2.3.1 Special Investigations Unit

The Special Investigations Unit Staff provides administrative support to the Commanding Officer and the Division. The Special Investigations Division is comprised of many support units that do not necessarily catch cases but function to support other units in the Investigations Bureau.

	<i>Staffing</i>	
	Sworn	Civilian
Administrative Aide		2
Criminal Analyst		1
Clerk Typist		1
TOTAL		4

The SID Staff appears to be sufficient. Any vacancies should be filled. The filling of vacancies is recommended but not critical. The Command staff and supervisors have requested a second analyst. The Civilians presently assigned include two (2) Administrative Aides, one (1) Criminal Analyst and one (1) Clerk Typist (Vacant). The current vacancy could possibly be filled with the additional requested Criminal Analyst in order to save costs.

A.2.3.2 Technical Unit

This unit provides technical support to the Ft. Lauderdale Police Department. This support includes the installation of pole cameras, bug devices, wiretaps, video taping and video enhancement of events and as an investigative technique and the use of the Trigger fish device.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1	
Detective	3	
Civilian		2
TOTAL	4	2

The current Commander of this unit, a Sergeant, also functions as the Bomb Squad Supervisor, Boat Operator and is one of two Dive Team Sergeants. Any vacancies should be filled.

A.2.3.3 Vice Unit

The Vice Unit investigates street prostitution, gambling, ABC violations and operates the LEACH Task Force. The LEACH Task Force investigates internet pedophilia and child Pornography.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Detective	6	
TOTAL	7	

It is recommended that the Sergeant assigned should enlist the cooperation of the prosecutor's office in order to establish special procedures regarding repeat offenders. In addition cooperation with the Broward County Sheriff's office is required in order to hold the arrestees longer as determined by the state prosecutor.

A.2.3.4 Street Narcotics Unit

The Street Narcotics unit conducts street level narcotics operations to include Buy and Bust and other investigative techniques aimed at reducing the distribution of narcotics. It works in coordination with the Major Narcotics Unit providing information that enhances the dismantling of higher level narcotics operations.

	Staffing	
	Sworn	Civilian
Sergeant	2	
Detective	20	
TOTAL	22	

SafirRosetti recommends that the vacancies be filled as they are critical to the efficiency of the unit. The Unit is comprised of two (2) teams that work in coordination with each other. The addition of one (1) Sergeant and one (1) Detective is recommended and would allow for closer supervision and formation of three (3) teams (1 Sergeant to 7 Detectives). This would result in a unit with three (3) Sergeants. and twenty-one (21) Detectives. These Detectives should be assigned to the appropriate hours to effectively address the crime. There should be coverage 7 days a week. In addition it is possible to consider using one of the newly assigned Detectives as an Analyst/Investigator to avoid filling the Analyst position previously requested. It should be noted that Detectives assigned to this unit perform Investigator duties and undercover duties. They often wear masks when effecting arrests to disguise themselves. This policy should be evaluated for safety reasons and the consideration of Officers solely assigned to undercover duties should be considered.

A.2.3.5 Major Narcotics Unit

The Major Narcotics unit is responsible for the investigation of high level narcotics distribution. It works with the Street Narcotics Unit to develop information on upper level dealers.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Detective	12	
TOTAL	13	

It is recommended that the Department fill vacancies. The addition of a Sergeant should be considered. One (1) Supervisor for every six (6) Detectives would be a better ratio in a unit like this. This is another unit that could utilize a seasoned Detective as an Analyst/Investigator to fill that request.

A.2.3.5 Strategic Investigations Unit

The Strategic Investigations unit staffs three Task Forces and is rewarded by sharing in the asset seizures. In 2004 this unit was responsible for receiving \$2,844,225.41 in seizure money for the city of Ft. Lauderdale.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Detective	3	
TOTAL	4	

This unit is an extremely cost effective operation. The Task Forces and respective seizures are as follows:

1 Detective	BSO/Customs/D.E.A.	\$71,386.06
1 Detective	Money Laundering/Coral Gables	\$24,802.52
1 Detective	D.E.A./SERTF	<u>\$2,748,036.83</u>
		<u>\$2,844,225.41²⁹</u>

Each of Task Forces seized money however the percentage that Fort Lauderdale receives is different in each case. The DEA/SERTF is clearly the most effective. If additional Detectives need to be added, the Major Narcotics Unit should be utilized for assistance when necessary.

²⁹ There was an additional \$1,828,037.50 seized for forfeiture solely by the FLPD.

A.3. Support Services Bureau

A.3.1. Overview

The Support Services Bureau is commanded by an Assistant Chief and organized into three divisions:

- The Administrative Support Division consists of the Training Unit, Recruiting Unit, Background Unit, Police Finance, and Payroll/Personnel.
- The Information Service Division “handles the communications function; to include all radio, telephone and teletype services within the Department, as well as the Records and Crime Analysis sections. All information systems, network and computer support is handled by this division”³⁰.
- The Staff Support Division consists of Evidence Section, Police Supply, Fleet Services, Confiscations and Court Liaison.

The Information Services Division is commanded by a Civilian manager and the Administrative Support Division and Staff Support Division are each commanded by a Captain. This Bureau acts as the support services arm of the Department and each Division has sub-units with specific responsibilities. The current staffing of this Bureau is as follows:

	<i>Staffing</i>	
	Sworn	Civilian
Office of Assistant Chief	1	1
Information Services Division	1	62
Administrative Support Division	10	19
Staff Support Division	2	29
TOTAL INV. BUREAU	14	111

³⁰ Source: www.FLPD.Org.

A.3.2.Information Services Division

A.3.2.1 Systems Administration

The Information Systems Unit supports 762 computer users in the Police Department in numerous locations. This unit maintains, coordinates, and interfaces mission critical applications such as the Records Management System, Computer Aided Dispatch System, CAI Network, Special Investigations Divisions Systems, Jail Management System, AFIS, Mobile Reporting, Florida Crime Information Center Systems, and National Crime Information Center Systems. The support staff for these units works in shifts lasting from 8 a.m. to 4 p.m and/or 9 a.m. to 5 p.m. daily.

	Staffing	
	Sworn	Civilian
CUSTOMER SUPPORT ADMIN		1
POLICE OFFICER		1
TECH SUPPORT COORD		1
TECHNOLOGY STRATEGIST		1
SR TECH SUPPORT ANALYST		2
SYSTEMS ADMINISTRATOR		2
TECH SUPPORT ANALYST		3
CUSTOMER SUPPORT ADMIN		1
TOTAL		12

No positions can be eliminated or combined, nor are there any duplications. All personnel are mission critical. Technology has assisted the department in maintaining the status quo. It is strongly recommended that this department assist the Crime Analysis Unit and the department generally in integrating the functionality of CompStat reporting to daily operations.

A.3.2.2 Records

The Records Division is authorized for thirty-two (32) employees. This division works round the clock to retrieve, distribute, and store reports consistent with internal policy and demands as well as meeting public records requests. There are three (3) shifts working 0800-1600, 1600-2400 and 0000-0800. They are currently working with twenty-two (22) employees and one (1) supervisor. The division is rated and reviewed by the Information Managing Director.

	Staffing	
	Sworn	Civilian
POLICE RECORDS SUPV		1
SR POLICE RECORDS CLERK		5
POLICE RECORDS CLERK		40
TOTAL		46

No positions can be eliminated or combined, nor are there any duplications. All personnel are mission critical. The division is understaffed by ten (10) employees and is in the process of hiring.

A.3.2.3 Records

The Crime Analysis Section is a resource center for the collection, maintenance, analysis and dissemination of pertinent crime information. The staff consists of three (3) employees and one (1) Supervisor. The Information Managing Director rates and reviews the staff.

	Staffing	
	Sworn	Civilian
CRIME ANALYSIS SUPERVISOR		1
CRIME ANALYST TRAINEE		1
CRIME ANALYST I		2
TOTAL		4

No positions can be eliminated or combined, nor are there any duplications. The section functions efficiently and does not need additional staff or significant changes to current operations. All personnel are considered mission critical.

A.3.2.4 Public Safety Communications Center

The Public Safety Communications Center has three specific functions: processing incoming calls, dispatching, and teletype. Each year the Police Department receives and processes almost 220,000 calls through 911 and nearly 300,000 non-emergency calls for assistance.

This position requires multiple skills including that of a technician and a coordinator between the Broward County Sheriff's Department and the Ft. Lauderdale Police Department.

	Staffing	
	Sworn	Civilian
PUBLIC SAFETY COMM MGR		1
TOTAL		1

A.3.3.Administrative Support Division

The Administrative Support Division is commanded by a Captain. Due to the significant number of department vacancies, it is recommended that the Captain be assigned one (1) sworn officer as his Executive Officer to assist in filling the department vacancies (from recruitment to deployment).

A.3.3.1. Recruitment

The Recruiting Unit's mission is to actively seek the most qualified candidates for positions throughout the Police Department while placing an emphasis on diversity. The Recruiting Unit is headed by Sergeant Alfred Lewers, Jr. and utilizes a team of over thirty (30) sworn and civilian members part-time to market the Fort Lauderdale Police Department to civilians and high school students at colleges and universities and members of the United States military. The tours vary as to daily requirements according to classes and meetings. Typically the shift is 9 a.m.-5 p.m.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Civilian		1
TOTAL	1	1

No positions can be eliminated or combined, nor are there any duplications. All personnel are mission critical.

This unit on the average sends personnel to thirty (30) recruitment drives a year. There are thirty-one (31) part-time recruiters ranging from Assistant Chief through all ranks down to Patrolman. There has been a request to nearly double this year's recruiting budget approximately 69% to 368,139 for FY 2005-6. \$150 thousand of this requested increase is for advertising to help fill vacancies due to projected shortages in FY 2005-2006. Projected recruitment drives have increased to fifty (50) this year and include both efforts made locally and statewide as well as in major cities in the Northeast and Midwest to attract qualified candidates.

A.3.3.2.Background Investigations

This unit conducts background investigations, polygraphs, and interviews of potential new hires including but not limited to Police Officers, Telecommunicators, Public Service Aides and Crime Analysts.

	Staffing	
	Sworn	Civilian
POLICE SERGEANT	1	
POLICE OFFICER	3	
POLICE AIDE III		4
CLERK III		1
TOTAL	4	5

No positions can be eliminated or combined, nor are there any duplications. Since January 2005, this unit screened over 263 individuals for positions within the department. Of these, 195 passed the screening. It is recommended that all civilian, non-critical polygraphs be outsourced. Four of the civilians are former Police Officers and Sergeants within the department. They are classified as permanent, part-time employees. It is the opinion of SafirRosetti that no further economies can be made in this area.

A.3.3.3. Training

The Training Unit provides a wide range of services including overseeing recruits attending the Police Academy and the Citizens Police Academy. This unit is responsible for the coordination of both the FDLE required mandatory re-training and training for salary incentive. It keeps records for all training received by department members both sworn and civilian. In addition, this unit creates, track and facilitates the printing of new and/or revised department policies. The tour of duty varies between 8 a.m.-4 p.m. and 9 a.m.-5 p.m.

	<i>Staffing</i>	
	Sworn	Civilian
POLICE SERGEANT	1	
POLICE OFFICER	3	
CLERK II		1
SERVIE CLERK		1
POLICE AIDE III		1
RANGE MASTER		1
TOTAL	4	4

One of the three (3) Police Officers is assigned to the Police Academy full-time. No positions can be eliminated or combined, nor are there any duplications.

Training holds approximately fifty (50) different classes a year. Twenty (20) Sessions are mandatory 40-hour block of instruction required by the state to maintain certification³¹. The other classes include driver training, firearms qualification and first aid.

In review of the unit and due to the anticipated mass hiring of over 100 sworn officers within the next 18 months, it is recommended that this unit be supplied with two (2) sworn officers to assist in the upcoming training cycles for new personnel.

A.3.3.4. Police Finance

The Department Budget Coordinator supervises all overall functions of the Finance Office and reports directly to the Administrative Support Captain. The main functions of the office are to coordinate the department's purchasing, including issuance of purchase order numbers and payment of invoices, and the issuance of petty cash. In addition, they are responsible for the acceptance of department's receipts and coordination of bank deposits. The tour of duty is 9 a.m-5 p.m.

	<i>Staffing</i>	
	Sworn	Civilian
SR Accounting Clerk		1
Accounting Clerk		1
Department Budget Coordinator		2

No positions can be eliminated or combined, nor are there any duplications.

A.3.3.5. Payroll and Personnel

The Payroll and Personnel Office coordinates hiring, dismissals, overtime and compensatory time entry, payroll review, corrections and attendance for the department. The tour of duty is 9 a.m-5 p.m. The Clerk III reports directly to the Captain of the Administrative Services Division and the Service Clerks, Clerk Typist I and Clerk report to the Clerk III.

	<i>Staffing</i>	
	Sworn	Civilian
Clerk III		1
Service Clerk		2
Clerk Typist I		.5
Part Time Clerk		.5
TOTAL		4

With the current payroll system, no positions can be eliminated or combined, nor are there any duplications. It is believed that the city strongly consider the Department's recommendation to move to a more automated, user friendly payroll system.

A.3.4. Staff Support Division

The Staff Support Division is headed by a Captain and includes Evidence, Police Supply, Fleet Services, Confiscation, and Court Liaison.

A.3.4.1. EVIDENCE

The Evidence Unit consists of four (4) Police Aide specialists and a Supervisor. The Division handles more than 16,000 evidence receipts per year. The unit maintains an on-site warehouse and an additional remote warehouse to handle the workload. The tour of duty is 9a.m-5 p.m.

	Staffing	
	Sworn	Civilian
POLICE PROPERTY SUPV		1
POLICE AIDE II- SPECIALIST		4
TOTAL		5

No positions can be eliminated or combined, nor are there any duplications. The handling of evidence and the safeguarding of the same during regular business hours seems sufficient and within the guidelines. However, the security of evidence after hours and on weekends needs to be improved.

The evidence room consists of a number of small lockers where Patrol Officers secure the evidence and padlock the lockers. These lockers are always left open with the padlocks unlocked. Evidence is supervised by the patrol supervisor before being transported from the scene to the evidence room. When the evidence arrives, the officer locks it in one of the open lockers. This is done without supervision. The evidence clerks are the only authorized personnel with keys to the padlocks. The following day the evidence clerk retrieves the evidence from each locker and completes processing.

The lack of electronic surveillance leaves the Officers and the evidence control unit open to abuse and criticism. An increase in supervision between the recovery scene and the evidence locker is recommended. A CCTV system should be installed in the evidence control locker. In addition, supervision should be required to witness and observe the placement and quantity of the evidence in the lockers (e.g., a Patrol Sergeant). Optimally the Evidence Clerk should be on duty 24/7 and eliminate the evidence lockers.

A.3.4.2. POLICE SUPPLY

The Supply Unit consists of (three) 3 separate areas: supply, property control and front reception desk, manned by a staff of twelve (12) men and women. Their responsibility includes issuance of uniforms, duty gear and other equipment and supplies necessary for day-to-day operation of the sworn and civilian staff. In addition, the accessibility of vehicles, weapons, and radios are the responsibility of the Supply Unit.

	Staffing	
	Sworn	Civilian
CLERK II		1
POLICE SUPPLY SUPERVISOR		1
RECEPTIONIST		2
STOREKEEPER 1		6
TOTAL		10

No positions can be eliminated or combined, nor are there any duplications.

A.3.4.3. FLEET SERVICES

The department's fleet consists of 247 marked vehicles, 161 unmarked vehicles and 163 special vehicles such as bomb disposal vehicles, command post vehicles, trucks for marine and harbor, motorcycles, etc. In addition to ensuring that the fleet is in good repair and all damage has been documented, the unit also assists in preparing bids for future fleet purchases. All city vehicles are repaired at the Municipal Garage located behind Police Headquarters. The tour of duty is 9 a.m.-5 p.m.

	Staffing	
	Sworn	Civilian
TECHNICIAN		1
TOTAL		1

No positions can be eliminated or combined, nor are there any duplications. It is recommended that one (1) additional civilian be employed to assist in the management of the fleet. A (self initiated) recent audit by the Sergeant assigned to Captain Perez discovered an overcharge of \$80,000 for repairs. An additional civilian employee can monitor repairs more closely and prevent overcharging.

Regarding the bidding process, oversight on bid preparation is necessary to prevent costly expenditures when purchasing new vehicles.

We also recommend that the department reevaluate current policy of allowing all sworn personnel to drive their vehicles to and from their homes, regardless of where their homes may be. While it can be argued that current policy provides an attractive benefit to Officers, the city does not benefit from paying for the costly operation of its patrol and other vehicles outside of city lines.

A.3.4.4. CONFISCATIONS

The Confiscations Unit is responsible for all property that is seized for forfeiture. This includes cash, vehicles, vessels, airplanes and real estate. The tour of duty is 9 a.m.-5 p.m.

	Staffing	
	Sworn	Civilian
CLERK		1
TOTAL		1

The position cannot be eliminated or combined, nor is it duplicative with any other.

A.3.4.5 COURT LIAISON

The Court Liaison is authorized to accept and serve all timely court subpoenas, deposition notices, and all court related documents on behalf of the department's members. This Unit works with representatives involved in the legal system and tracks and notifies members of changes to the hundreds of pending court cases. The tour of duty is 9 a.m.-5:30 p.m.

	<i>Staffing</i>	
	Sworn	Civilian
CLERK		1
TOTAL		1

The position cannot be eliminated or combined, nor is it duplicative with any other.

A.4. Operations Bureau

The Operations Bureau is responsible for the physical 24-hour delivery of Police services. The Bureau consists of the Operations Patrol Division and the Operations Support division.

A.4.1. Overview

The Operations Patrol Division is responsible for physical Police services in three geographical districts comprising the City of Ft. Lauderdale.

The Operations Support Division is commanded by a Captain and currently includes the following dedicated units:

- Motor Unit
- Traffic/Homicide Unit
- Parking Enforcement Specialists
- Marine Unit
- Apprehension K-9 Unit

Additionally, the following teams consist of Officers with other assignments and function on a call-in/as-needed basis:

- Dive Team
- Bicycle Team
- Bomb Squad
- Critical Incident Team
- Crisis Negotiation Team
- Citizens on Patrol ("Volunteer").

A.4.2. Operations Patrol Division

The Operations Patrol Division is the division of uniformed Officers most visible to the public. It is divided into three patrol districts, each of which is commanded by a Major. The three patrol districts deploy three 10-hour overlapping patrol shifts. Each of the nine patrol shifts is commanded by a Captain. Additionally, each District has a Tactical Unit (TAC Unit) of one (1) Sergeant and four (4) Police Officers, deployed specifically for the purposes of reducing violent street crime in each district. We recommend that one additional TAC Unit be added to the department, not specifically tied to a District and deployable at the direction of the Assistant Chief of the Operations Bureau.

The Patrol Division provides the most basic of law enforcement tasks, as well as performing operations to maintain a safe community such as: preliminary investigations, crime control, responding to all calls for service and public safety at special events.

	<i>Staffing</i>	
	Sworn	Civilian
POLICE MAJOR	3	
POLICE CAPTAIN	8	

POLICE SERGEANT	34	
POLICE OFFICER	258	
SECRETARY I		3
EVENT WORKER		16
PUBLIC SAFETY AIDE		32
RESERVE POSITION		14
TOTAL	303	65

FLPD should revise Patrol Deployments based on crime incidents as part of a goal-oriented crime reduction strategy; staffed 50% based on seniority and 50% based on management's review; determined on a semi-annual basis and more flexibly managed to deploy resources for the needs of the Department as crime trends evolve during the course of the year
FLPD should also consider going back to Five-Days on/Two days off system with 8-hour shifts.

A.4.3. Operations Support Division

A.4.3.1. Motor Unit

The Motor Unit's main responsibility is traffic enforcement including traffic violations, speeding, reckless driving and disobeying of traffic devices.

	Staffing	
	Sworn	Civilian
Sergeant	1 ³²	
Police Officer	8	
TOTAL	9	

It is believed that the present staffing of eight (8) Police Officers is sufficient and that the vacancy should be filled. It is strongly recommended that the sergeant become full time, enabling better supervision of the unit. To accomplish this, the current Sergeant's additional duties with Mounted and K9 will need to be reassigned.

A.4.3.2. Traffic/Homicide Unit

This unit consists of Investigators, who handle follow-up of a serious or hit & run nature, as well as investigations of all accidents and potential traffic homicide cases.

Their duties include the initial investigation (on call on a 24 hour basis) and the follow-up investigation as required by Florida law. When applicable, completed cases are presented to the State Attorneys office.

The Unit is supervised by one (1) Sergeant, and has six (6) assigned civilian specialists, plus one (1) TDY (rotated/temporary training) and one (1) public service aide.

	Staffing	
	Sworn	Civilian

³² Note: As currently staffed, the Sergeant is part-time.

SERGEANT	1	
SPECIALISTS	6	
TEMP/ROTATING ASST		1
PUBLIC SERV AIDE		1
TOTAL	7	2

No positions can be eliminated or combined, nor are there any duplications.

A.4.3.3. Parking Enforcement

The Parking Enforcement Unit's responsibility is to oversee the motor vehicle parking for the City of Ft. Lauderdale. This consists of administering summons for parking violations as well as responding to motor vehicle accidents.

	Staffing	
	Sworn	Civilian
SR PARKING SERV OFFICER		2
PARKING ENFORCEMENT SPEC		16
TOTAL		18

No positions can be eliminated or combined, nor are there any duplications.

A.4.3.4. Marine Unit

The Marine Unit's responsibility is to patrol the waters in and around Ft. Lauderdale, promote boat safety, and investigate crimes occurring on a vessel or in the waters of Ft. Lauderdale.

Additional Marine Unit duties consist of serving as liaison with the Marine Advisory Board and City departments with waterway concerns as well as U.S. Customs, Immigration and other federal agencies whenever feasible.

Out of the thirteen (13) vessels assigned (two to the swat team and one to the dive team) vessels are crewed by their own personnel.

	Staffing	
	Sworn	Civilian
Sergeant	1	
Police Officer	12	
Public Safety Aide	1	
TOTAL	14	

It is recommended that the present staff remain the same and the vacancies be filled. The shortage of personnel needed for special events can be taken from qualified personnel on patrol.

As to the number of vessels, it is recommended that three (3) vessels be placed in dry dock for the immediate future.

A.4.3.5. Mounted Unit

This unit is responsible for crowd control, patrolling city parks and working with the ceremonial unit. The present number of horses is four (4). The stable has a capacity of housing approximately eleven

(11) animals. The unit also has two (2) trucks and two (2) trailers to transport the animals and riders to their designated areas of patrol.

	<i>Staffing</i>	
	Sworn	Civilian
Sergeant	1	
Detective	2	
TOTAL	3	

It is recommended that the vacancy be filled in this unit. If the unit is to be maintained as a viable active unit then it should be supplemented with volunteers. These volunteers could do non-police functions such as: ceremonial duties, park patrol, search and rescue, etc.

These volunteers would be responsible for maintaining the tack and their assigned animals. This would free the sworn Officers to do tactical patrol and other police functions.

A.5. Office of the Chief

A.5.1. Internal Affairs Unit

This unit is charged with the responsibility of investigating all complaints generated by sworn and non-sworn Officers. It is also responsible for complaints brought by the civilian population.

Note: The Internal Affairs Unit does not conduct any self initiated investigations nor are they a pro-active unit in investigations.

	<i>Staffing</i>	
	Sworn	Civilian
Captain	1	
Sergeant	3	
Civilian	1	
TOTAL	5	

The unit, as currently operated, does not support four (4) Supervisors.

It is recommended that this unit be operated to start self-initiated investigations such as integrity testing, monitoring patrols and generally being pro-active. As currently operated (not recommended), it is believed that this unit could be staffed with one (1) Captain and two (2) Detectives.